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HOME READING COURSE
for
CITIZEN-SOLDIERS

PREPARED BY
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HOME-READING COURSE FOR CITIZEN-SOLDIERS.

This course of 30 daily lessons is offered to the men selected for service in the National Army as a practical help in getting started in the right way. It is informal in tone and does not attempt to give binding rules and directions. These are contained in the various manuals and regulations of the United States Army, to which this course is merely introductory.

LESSON 1.

YOUR POST OF HONOR.

You are called to serve as a soldier in the National Army, because that is one of your obligations as a citizen of the United States. The citizens of a republic must always be ready in the hour of need to leave their own homes and take up arms in defense of their rights and principles. Otherwise the Republic could not long continue to exist. The men who now enter military service deserve the gratitude and respect of their fellow citizens.

You are doubtless making a heavy sacrifice in order to perform this duty to your country. Hundreds of thousands of other young men and their families are face to face with similar sacrifices. All our citizens will sooner or later be called upon, each to bear his or her share of the burden. Men and women, rich and poor, all alike must do whatever is necessary and must give up whatever is necessary. For no personal interests or feelings can be permitted to stand in the way at a time when the safety and honor of the country are at stake.

As a citizen soldier you are chosen for a post of special distinction. America is justly proud of the soldiers of the past who have won for us the rights to-day denied and put in serious danger by the high-handed attacks of the German Government. America will be no less proud of you, as you fight to uphold those rights.

Your personal responsibility is great. As warfare is to-day conducted, the individual soldier counts for more than ever before. Your own skill and bravery, no matter how humble your rank, may easily be important factors in deciding whether an engagement is to be won or lost. You can not depend upon anyone else to carry this personal responsibility for you; you must depend upon yourself.

SOME AMERICAN SOLDIERS.

Americans are well-fitted to meet this test. During the Civil War, at the battle of Antietam, the Seventh Maine Infantry lay, hugging the ground, under a furious storm of shot and shell. Private Knox, who was a wonderful shot, asked leave to move nearer the enemy. For an hour afterwards his companions heard his rifle crack every few minutes. His commanding officer finally, from curiosity, "crept forward to see what he was doing, and found that he had driven every man away from one section of a Confederate battery, tumbling over gunner after gunner as they came forward to fire. * * * At the end of an hour or so, a piece of shell took off the breech of his pet rifle, and he returned disconsolate; but after a few minutes he gathered three rifles that were left by wounded men and went back again."

In the Confederate armies individual soldiers were no less skillful, cool, and brave. On both sides they were Americans.

Here are a few cases quoted from official records. You must read between the lines to get the full benefit of the stories they tell of resourcefulness and courage:

On June 9, 1862, Private John Gray, Fifth Ohio Infantry, "mounted on an artillery horse of the enemy and captured a brass 6-pound piece, in the face of the enemy's fire, and brought it to the rear."

On October 12, 1863, Private Michael Dougherty, Thirteenth Pennsylvania Cavalry, "at the head of a detachment of his company, dashed across an open field, exposed to a deadly fire from the enemy, and succeeded in dislodging them from an unoccupied house, which he and his comrades defended for several hours against repeated attacks, thus preventing the enemy from flanking the position of the Union forces."

From May 8 to 11, 1864, Private John B. Lynch, Third Indiana Cavalry, "carried important dispatches from the President to Gen. Grant, passing through the enemy's country, escaping capture, delivered his messages, and returned to Washington with replies thereto."

On April 27, 1899, Private Edward White, Twentieth Kansas Infantry, during a fight with insurgents in the Philippine Islands, "swam the Rio Grande de Pampanga in face of the enemy's fire and fastened a rope to the unoccupied trenches, thereby enabling the crossing of the river and the driving of the enemy from his fortified position."

On May 6, 1900, Private William P. Maclay, Forty-third United States Volunteer Infantry, "charged an occupied bastion, saving the life of an officer in a hand-to-hand combat and destroying the enemy."

In all these cases medals of honor were granted. The incidents, however, are typical of the Army. Thousands of similar stories might be told. They represent the spirit that will inspire the National Army when the time comes to show the stuff of which it is made.

Tales of heroic courage can be found in the annals of all armies and of all nations. But the American Army has its own special

tradition, which these incidents illustrate. It is the tradition of intelligence, self-reliance, and individual daring on the part of men serving in the ranks.

THE INDIVIDUAL SOLDIER COUNTS.

Other things being equal, an army made up of self-reliant, thinking men has a great advantage over a merely machine-like army, and this is especially true in present-day warfare. Maj. Gen. Hugh L. Scott, Chief of Staff, U. S. A., remarks on this point:

"The conditions under which modern wars are fought are ever making increasing demands on the individual soldier. * * * The individual soldier must know how to interpret accurately orders and signals, for the enemy's fire may often so isolate him from his leader and comrades, perhaps only a step away, that he may be thrown on his own initiative in making his actions conform to those of the whole line; he may have to use his own judgment in opening fire, in advancing, in intrenching."

FAIR PLAY.

A second tradition of the American Army, which need only be mentioned, is that of fighting fairly and treating even the enemy with as much humanity as his own conduct will permit. As for slaughtering or enslaving the civilian population of captured territory, attacking prisoners, or assaulting women American soldiers would as little commit such crimes in time of war as in time of peace. In this respect most of the civilized nations of the world think alike.

FIGHTING FOR RIGHTS AND PRINCIPLES.

There is a third splendid tradition of the American Army which you will help to carry forward. It has fought always and everywhere in defense of principles and rights—never merely for territory and for power. Even the Civil War resulted from the clash of opposing principles—the principle of an indivisible Union upheld by the North, and that of freedom to withdraw from the Union upheld by the South.

To protect the rights of citizens the American people have several times opposed tyrannical governments—the English Government in 1776 and 1812, the French Government for a short period in 1798, the Mexican Government in 1848, the Spanish Government in 1898. The final effect in each case has been to advance the cause of liberty and democracy throughout the world, even in the countries against which we fought. Our weapons have not willingly been turned against any peoples, but only against the rulers who misgoverned and misled them. In fighting for our own rights the American Army has fought also, in President Wilson's phrase, for the "rights of mankind."

For a like high purpose, the American people have entered into the present war against the German Government—a government which in our belief misrepresents and misleads the German people. Only by so doing can we make America and the world "safe for democracy." But one ending can be thought of—an ending that will

guarantee the continuance of all those principles and rights which the American Army has in the past so nobly fought to establish.

Never lose sight, even for an instant, of the fact that all your training, your efforts, and your sacrifices have this one great object in view, the attainment of which is worth anything it may cost.

LESSON NO. 2.

MAKING GOOD AS A SOLDIER.

The National Army, in which you are to take your place, truly expresses the American character and ideals. It is a great democratic army. It includes men of all degrees of wealth and education, chosen through fair and open selection by lot. All are brought together on terms of equality. There has been and there will be in this great National Army no favoritism and no "pull." The poor man will drill side by side with the man who has been raised in luxury. Each will learn from the other. The place each man makes for himself will be determined by his own work and ability.

DEVELOPING SOLDIERLY QUALITIES.

The question as to whether it is better to join the colors now or with a later contingent is not worth arguing, since the decision has been made for each man by lot. An ambitious man, however, will be glad to join now. It gives him a better chance for promotion. The commissioned officers of the first contingent are picked men who have voluntarily gone through the hardest kind of training. The officers of later contingents will be drawn largely from the men enlisted in the first contingents. There is plenty of opportunity here for every man to use his brains and his energy and to earn promotion according to his worth. This does not mean easy or quick advancement. It means only that you will have your fair chance—and you would ask for nothing more—to develop yourself and to climb upward step by step.

In order to make good in the National Army you must, first of all, fit yourself to carry with credit the simple title of "American Citizen-Soldier"—one of the proudest titles in the world. This means that you must develop in yourself the qualities of a soldier. The more quickly and thoroughly you cultivate them the greater will be your satisfaction and success.

There is very little real difference of opinion as to soldierly qualities. They have been determined by ages of experience. Weapons change, but the soldiers who handle the weapons remain much the same.

THREE BASIC QUALITIES.

There are three basic qualities, without which no man can be a real soldier even though he may temporarily wear a uniform. They are:

Loyalty.

Obedience.

Physical Fitness.

A man without these qualities is in the way and is a source of weakness to an army, both in the camp and on the field of battle.

The Articles of War of the United States set forth the military crimes which are punishable by heavy penalties. Among these crimes are desertion, cowardice, insubordination, drunkenness while on duty, sleeping while on duty as a sentinel, disclosing the watchword, and giving aid or comfort to the enemy. Run over this list and you will see that every one of these military crimes can result only from the absence of one or more of the three basic qualities of a soldier.

LOYALTY.

A soldier's loyalty governs, first of all, his feelings and actions toward his country, his Government and his flag. There can be no such thing as half-way loyalty. The slightest compromise opens the door to treason.

But a soldier's loyalty does not stop here. It governs also his feelings and actions toward the army and toward all the officers under whom he serves. It absolutely forbids disobedience among both officers and enlisted men, or disrespect toward those in authority.

Going a step farther, loyalty governs also the soldier's feelings and actions toward his own regiment, his own company, and his own squad. Without this form of loyalty there can be no real comradeship; without it you will never feel that personal pride and satisfaction in the service which should mean so much in your army life.

OBEDIENCE.

The second of the soldier's basic qualities is obedience, based on discipline. Without obedience and discipline an army can not long continue to exist; it will quickly degenerate into an armed mob. As the Infantry Drill Regulations put it, discipline is "the distinguishing mark of trained troops."

Frequently the recruit, with his inborn dislike of being bossed, makes the mistake during his first few weeks in the army of resenting the fact that immediate and unquestioning obedience is required of him. He quickly learns, however, that obedience enforced throughout the army is in all situations the chief safeguard of the rights, the comfort, and the safety of every man, from the raw recruit to the commanding general. It is a guarantee that the small number of unruly or cowardly men to be found in every group shall be kept in check and forced to comply with rules made for the benefit of all.

Military discipline is always impersonal. Obedience is required not merely of you, but of every man in the army. It is required of officers by their superiors with fully as much strictness as it is required of you. It will become your duty, whenever you are given authority over other men, to demand from them the same full measure of obedience that others will require of you.

Discipline is not only essential in developing the army, but also in developing your own character as a soldier. "The soldier who is by nature brave, will by discipline become braver."

PHYSICAL FITNESS.

The third basic quality, physical fitness, is so essential that a large part of the time devoted to your training will be spent in building it up. Physical fitness includes not only muscular development but

good health and endurance as well. It is a quality which every man who passes the physical examinations can develop in himself by reasonable care and by obedience to instructions. This is a subject more fully discussed in a later lesson.

LESSON NO. 3.

NINE SOLDIERLY QUALITIES.

The three basic qualities—loyalty, obedience, and physical fitness—were treated in the preceding lesson. There is another group of three soldierly qualities that are especially needed during the periods of training, marching, and waiting between combats. They are:

Intelligence.

Cleanliness.

Cheerfulness.

Although these qualities are associated chiefly with camp life, they are, of course, scarcely less helpful in all other phases of military service.

INTELLIGENCE.

Intelligence does not necessarily mean education, but rather quick observation and willingness to learn. There is plenty of need for intelligence in modern warfare. The National Army will be forced to absorb within a few months a training which would ordinarily extend over a period of two or three years. Those who intend to fit themselves for promotion should study thoroughly the manuals and the drill regulations which affect their duties. In time they should learn something about map making and map reading, the construction of field entrenchments, training and care of horses, signaling, the handling of complex pieces of machinery, and many other subjects.

Any practical knowledge that you may now possess will surely be useful and helpful to you in the Army. Capt. Ian Hay Beith, of the English Army, points out that in the first British forces of the present war the previous trade or training of every soldier was sooner or later utilized.

CLEANLINESS.

Cleanliness is important everywhere, but most of all in the Army, where large bodies of men are brought together. In its true sense it includes not only keeping your body clean, but also your mind and your actions. Fortunately it is a virtue in which Americans generally rank high. There should be little difficulty in setting a satisfactory standard in the new Army. This is a subject more fully treated later in this course.

CHEERFULNESS.

Cheerfulness is always a prominent trait of good soldiers. Here again Americans may be counted upon to make a splendid showing, even in the face of any unexpected hardships or difficulties that may

be ahead of us. There are numerous episodes in American military history to justify this confidence.

In January, 1863, the Union Army lay in camp at Falmouth, Va. About a month before had occurred the disastrous and bloody defeat of Fredericksburg. In the North it was the darkest hour of the war. Everywhere outside the Army there was depression and fear. On January 21, the commanding general ordered the troops to break camp and move forward. At the same time "a cold drizzling rain set in; the ground speedily became like a sea of glue; everything upon wheels sunk into the bottomless mud; it took twenty horses to start a single caisson; hundreds of them died in harness; but still the general persisted. But the rain persisted also, and it soon became a simple impossibility to go forward." After two days of effort it was necessary to have the men struggle and flounder "through the wilderness of mud back to their camp."

Picture the situation: Recent defeat with heavy losses; retreat; a cheerless midwinter camp; rain; cold; mud; discouragement at home; a long march under the most trying conditions ending in a return to the same camping ground from which the troops had started. A little grumbling might reasonably have been expected. But the men of 1863 were too good soldiers to draw long faces. The historian goes on: "The march was made in high good humor, the soldiers laughing and joking at their ill luck with that comic brightness characteristic of Americans in difficult circumstances."

THREE QUALITIES OF BATTLE.

Finally, there are the three battle qualities of the good soldier:

Spirit,
Tenacity,
Self-reliance.

Unless a man has these three qualities—even though he possesses all the other six in good measure—he is after all only a camp-fire soldier.

SPIRIT.

Spirit—fighting spirit—is far from being mere hatred of the enemy or blind fury, on the one hand; nor is it mere passive obedience to orders, on the other. It means cool, self-controlled courage—the kind of courage which enables a man to shoot as straight on the battlefield as he does in target practice. However, it even goes a step beyond that point. Decisive victories can not be won by merely repulsing the enemy. "Only the offensive wins." (Infantry Drill Regulations, paragraph 511.)

Like all the other qualities of a soldier, spirit can be cultivated. An untrained army seldom possesses it. But it can be developed. You can and will develop it until it becomes as much a part of yourself as any of your easy-going civilian habits are now.

TENACITY.

Spirit carries a body of soldiers forward. Tenacity is the quality that makes them "stick." The thorough soldier is never ready to stop fighting until his part of the battle is won. Tenacity was never

better expressed than in the words of John Paul Jones. Standing among his dead and wounded on his sinking ship which was "leaking like a basket," he replied to his adversary's invitation to surrender: "Sir, I have not yet begun to fight." Two hours later the battle came to a sudden end when the colors of the enemy's vessel were hauled down.

SELF-RELIANCE.

Self-reliance is characteristic of the American, whether he is serving as a soldier or in some civil occupation. Much the same quality is sometimes referred to as "initiative." It is a quality needed more than ever before in present-day warfare. Maj. Gen. Leonard Wood, in his introduction to the Field Service Regulations of the United States Army, says:

Officers and men of all ranks and grades are given a certain independence in the execution of the tasks to which they are assigned and are expected to show initiative in meeting the different situations as they arrive. Every individual, from the highest commander to the lowest private, must always remember that inaction and neglect of opportunities will warrant more severe censure than an error in the choice of the means.

MAKING YOURSELF STRONGER.

The nine qualities which have just been reviewed are those which everyone of us would like to have for himself. They are the essentials of virile and successful manhood, whether in the Army or out of it. Even the moral weakling and the slacker in their hearts admire these qualities.

Doubtless you have developed some of them already—perhaps all of them to a greater or less extent. Many a man has discovered, when put to the test, that he possessed these qualities without having himself realized it. But under civilian conditions it is not easy to cultivate all of them.

In the Army you will have your opportunity in a few months of training to strengthen these qualities in yourself. In so doing you will learn to control yourself, to take care of yourself under all conditions, to meet hardship and danger unflinchingly, to be fearless and self-reliant. At the end of these few months of training you will have gained immensely in vigor and in strength.

LESSON NO. 4.

GETTING READY FOR CAMP.

Your real training for your duties as a soldier will begin after you and your comrades are assembled at the training camps. However, there are a few simple things you can do during the next few weeks which will be of decided value in getting you started along the right lines.

The simplest thing, and perhaps the most useful of all, is to begin at once to practice correct habits of standing and walking. Even in civilian life a man's reputation in his community—yes, and for that

matter his own self-respect—is determined to a surprising extent by his bearing. The man who slouches feels like a slouch. The man who holds his head up faces the world with confidence and courage.

If this is true in civilian life, it is ten times more true in military life. For a soldier must always be strongly marked by his snap, his precision, and his vigor. He can not have these traits unless he carries himself like a soldier.

THE BEARING OF A SOLDIER.

Few people without military training have a correct idea of what is meant by the position and the bearing of a soldier. They are apt to imagine that it means a strut or an extremely strained attitude. Or, more frequently, they think that the term can properly be applied to any erect position. The truth of the case, however, is that there is a definite procedure to follow in order to place yourself in what is known in the Army as "the position of a soldier." It is the position which the dismounted soldier always assumes at the command "Attention," except as it may be slightly modified to enable him to carry properly any arms he may have in his hands.

It will be well for you to memorize paragraph 51 of the Infantry Drill Regulations, which gives the complete and accurate description of the position of the soldier. This paragraph is slightly paraphrased and simplified in the description following: Keep in mind that there are 10 elements which must be properly adjusted to each other, and check yourself up to see that each one of them is properly placed.

1. *Heels*—on the same line and as near each other as possible; most men should be able to stand with heels touching each other.

2. *Feet*—turned out equally and forming an angle of about 45 degrees.

3. *Knees*—straight without stiffness.

4. *Hips*—level and drawn back slightly; body erect and resting equally on hips.

5. *Chest*—lifted and arched.

6. *Shoulders*—square and falling equally.

7. *Arms*—hanging naturally.

8. *Hands*—hanging naturally, thumb along the seam of the trousers.

9. *Head*—erect and squarely to the front; chin drawn in so that axis of head and neck is vertical (means that a straight line drawn through the center of head and neck should be vertical); eyes straight to the front.

10. *Entire body*—weight of body resting equally upon the heels and balls of the feet.

Note especially that you are not required to stand in a strained attitude. You are to be alert but not tense.

One of the very best things you can do to-day is to spend 15 minutes practicing this position, getting it right. Keep this up every day until you report at camp. In the Army, as in every day life, first impressions are important. The first impression you make on your officers and fellows will depend, more than you probably realize, on the manner in which you stand and walk.

MAKING YOURSELF "FIT."

If you can devote part of your time between now and the opening of camp to physical exercise you are fortunate and should by all means take advantage of every opportunity. Climbing, jumping, gymnastic exercises, all kinds of competitive games, swimming, rowing, boxing, wrestling, and running are all recommended as excellent methods of developing the skill, strength, endurance, grace, courage, and self-reliance that every soldier needs.

There are some simple rules of eating and living which all of us should follow regularly. They will be especially helpful to you if you put them into practice in preparing for camp life.

Perhaps the most important of these rules is to use no alcohol of any kind.

If you have been in the habit of smoking immoderately, cut down; get your wind, your nerves, and your digestion into the best possible condition.

Eat and drink moderately. Chew your food well. It is advisable, however, to drink a great deal of cool (not cold) water between meals. Don't eat between meals.

Keep away from soda fountains and soft-drink stands. Learn to enjoy simple, nourishing food.

Accustom yourself to regular hours for sleeping, eating, and the morning functions.

Don't "take a last fling." It may land you in the hospital. At the best, it will probably bring you into camp in an unfit condition to take up your new duties with profit and enjoyment. There are strenuous days ahead of you and it will be good sense on your part to make reasonable preparation for them.

LOOK FORWARD WITH CONFIDENCE.

You will find nothing required of you in the Army that is beyond the powers of the every-day American. You will see clearly ahead of you, after you have read this course, the path which you are to follow. Look forward with confidence. Enter the service with the firm determination of doing your best at all times, of playing square with your superiors, your associates, and yourself, and of taking care always of your assigned duties whatever may happen.

You will find that everyone else will treat you with courtesy and fairness—for that is the inflexible rule of the Army. Out of that rule grows the comradeship and the attractiveness, even in the face of all dangers and hardships, that are characteristic of American Army life.

LESSON NO. 5.

FIRST DAYS IN CAMP.

There will be nearly 40,000 men in each cantonment. The task of preparing for your arrival is enormous. Each cantonment will require 25,000,000 feet of lumber, 7,500 doors, 37,000 window sashes, 4,665 casks of Portland cement, and 5,000 yards of broken stone. The water supply of a cantonment will be 2,500,000 gallons a day.

It will have its own sewerage system, fire department, bakeries, ice plants, and hospitals. It will even require a gigantic steam-heating plant. Sixteen cities, each with a population of 40,000, well cared for—that is the task.

In spite of the best efforts, it is possible that some of the details may remain unfinished at the beginning of your camp life. There will be a certain amount of bustle and apparent confusion on the surface. Bear in mind that underneath it all lies a well-thought-out plan. In working out this plan everything possible has been done for the comfort and convenience of individual soldiers. Don't grumble if you run into some temporary delays or inconveniences at the beginning. One of the tests of a good soldier is his cheerful willingness to take things as they are and make the best of them.

You are naturally interested in forming some idea of the camp life of a soldier. The description which follows will help you in forming this idea. However, there will be many changes as you go along in your training.

As the men in the National Army must get ready in record-breaking time, their training will be more strenuous than that of soldiers in peace. You will find there is plenty of hard work ahead of you. The average energetic young American will be glad of it.

The soldier arises for the day usually at about 6 o'clock, a little earlier in the summer and a little later in the winter. The buglers sound the call known as reveille. The men dress and fall in.

Your first experience of military drill will probably consist of "setting-up exercises," which ordinarily occupy the first few minutes of the day. They consist of certain movements of the head, arms, trunk, and legs, which are carefully designed not merely to develop your muscles but also to increase your skill, grace, self-control, and self-reliance. At the same time they will also put you into the right frame of mind for a vigorous day's work.

In the mornings when the bugle rings out the reveille, and you crawl out of your bunk reluctantly, possibly tired and sore from the previous day's work, you will find yourself wonderfully freshened and cheered up by a few minutes' vigorous setting-up exercises. Watch their effect on yourself, and you will see why they are so highly regarded by the most experienced soldiers of the Army. It will be only a short time until you look upon the early morning setting-up drill as one of the pleasantest features of your day.

Then comes "washing up" and breakfast. Usually breakfast is followed by a half-hour for cleaning the barracks and bunks and putting clothing and bedding in order. Frequently the company commander will inspect the barracks immediately afterwards to make sure that every man has attended to his part of the work. There is then often some time which the trained soldier uses for attending to his personal needs, tidying up his clothing, and the like.

The remaining two or three hours of the morning are likely to be spent in drill, at first in "close order" and later in "extended order" also. These terms will be explained in another part of this course. As you advance, the drills will become more and more interesting. During the drill there are numerous short periods of rest.

In most camps guard mounting comes about noon. This consists of relieving the men who have been guarding the camp and turning over this duty to new men. Each soldier mounts guard not oftener

than once a week. After guard mounting the men go to dinner, which comes at 12 o'clock. At least one hour is always allowed for dinner and rest.

During the afternoons the work is likely to be varied and to include additional setting-up exercises and other drills, target practice, bayonet exercises, and later more advanced drilling. About 5 o'clock comes the evening parade and "retreat," when the flag is lowered or furled for the night. The band plays "The Star Spangled Banner," while all officers and soldiers stand at attention. The ceremony is designed to deepen each man's respect and love for the flag which he serves; it is always impressive. After the flag is lowered it is carefully folded and escorted by the guard to headquarters, where it is kept until the next morning, when it is again raised.

Supper comes between 5 and 6 o'clock and is usually followed by a period of rest. In the training camps there will be many opportunities for a variety of healthful amusements—for sports, music, the theater, and so on, as later described. Taps are sounded by 10 o'clock. This is the signal to put out all lights, retire, and keep quiet. "It closes the day for the soldier and sends him to his blankets a tired and sleepy man."

This is only a sample of a day in camp. On some days your company will go off on "hikes." After a time there may be longer marches, when you will carry your shelter tents with you and will make your own camp each evening. These are days that will be especially interesting. You will learn the soldier's art of adapting yourself to new situations and making yourself comfortable.

Your officers will ask you to do nothing that they have not many times done themselves. They will ask nothing of you which any normal, healthy man can not do. After a month or two of this training you will find that you have begun to take on some of the skill and the self-reliance of a real soldier.

LESSON NO. 6.

CLEANLINESS IN CAMP.

When large numbers of men are assembled in camp it is necessary for the good of all that strict rules of personal conduct and sanitation should be enforced. These rules are by no means a hardship. They are a protection. By insisting on strict obedience to these rules the diseases which once took so heavy a toll in nearly all military camps have been brought under control; some have been practically eliminated.

Suppose you were asked to make a choice; either to live under conditions in which smallpox, typhoid fever, diarrhea, dysentery, and cholera flourish; or to live under strict regulations, which make these diseases far more of a rarity in military than in civil life. Your good sense would lead you to choose the latter. Bear this in mind. See to it that you cooperate with enthusiasm in the measures that will be taken to keep your camps clean, comfortable, and healthful.

One of the pests of camp life, if perfect cleanliness is not observed, is the presence of swarms of flies. Flies are not merely annoying.

They are dangerous. Somebody has said, with perhaps a slight exaggeration, that to soldiers they are more dangerous than bullets. This is because flies carry disease germs. They feed on manure, garbage, uncovered food, human excreta, and the like. They also lay their eggs wherever refuse of the same kind is found. The best way to keep flies away from camps is to destroy the places where they breed and feed; in other words, keep the camp spotlessly clean.

For this reason the daily "policing" (or cleaning up) of the camp is a matter of first importance. You will be required to keep your company street free from even small objects, bits of food, and the like, which might attract flies or other insects. At least once a day a squad will be detailed to inspect and clean every square foot of space in or near your living quarters. This is a duty which an experienced soldier usually performs with more interest and thoroughness than the raw recruit; for he more clearly realizes its importance.

The best safeguards against disease, either in the army or out of it, are soap and sunshine. You will be required to keep everything in the camp well scrubbed and well aired. If it were not required, you would doubtless be anxious to do it anyway.

The good soldier is almost "fussy" in the care of his person, his clothing, his bedding, and his other belongings. Personal cleanliness includes using only your own linen, toilet articles, cup, and mess kit. Many annoying skin troubles and such diseases as colds and infectious fevers are often passed from one person to others by using articles in common.

In the training camp there will be plenty of shower baths, and you will, of course, make free use of them. If in temporary camps or at any other time you can not obtain a bath, give yourself a good stiff rub with a dry towel. Twice a week, or oftener if necessary, your shirts, drawers, and socks should be washed and fresh under-clothes put on. In case it is necessary to sleep in your underwear, as it probably will be, put one aside to wear at night, so that you will always feel fresh and clean in the morning.

The scalp should be thoroughly cleaned about as frequently as the rest of the body. This will be made easier if you keep your hair cut short.

The teeth should be brushed at least once a day; twice a day is better. Neglecting this practice will cause decay of the teeth, resulting in failure to chew food thoroughly and probably ending in stomach troubles.

Cleanliness includes also the practice of emptying your bowels at least once a day. Get into the habit of doing this at a certain time each morning. It is a habit that can be cultivated, just like any other habit. Do not let a little personal inconvenience or laziness stand in the way.

The Medical Corps of the Army and your own officers will use every means within their power to safeguard and improve your general health. Within recent years better methods of medical supervision have greatly reduced the losses and the disabilities due to warfare.

The increased power of weapons has been more than met by increased efficiency in maintaining the health of troops and in caring for those who are wounded.

But the responsibility for keeping yourself in good health can not rest wholly upon your officers. Just as in civil life, you are expected to use a reasonable amount of good sense in looking after yourself. You will do this partly because it adds to your own comfort and safety. You will take care of yourself, also, because it is a duty that every soldier owes to the country.

You will have plenty of fresh air, exercise, and good food, which are, after all, the chief essentials of good health. It should be a comparatively easy thing for you to look after the smaller things.

LESSON NO. 7.

YOUR HEALTH.

The living conditions in the Army are just what most vigorous men need for their physical well-being. Every day brings an ample amount of exercise, fresh air, and good food. Yours will be a very unusual case if you do not find yourself after a few months stronger, healthier, and more buoyant than you have ever been in your life.

It is true, on the other hand, that extreme exertion in marching or fighting may in time be called for. But this will not be until you are thoroughly trained and fit. The periods of strain or exposure will probably be short and are not likely in themselves to do you any real harm. At any rate you owe it to yourself—and, what is more, you owe it to the country—to make yourself "fit" at the earliest possible moment. Sick men can not do much toward winning this war. In the Army they are not only a loss but during their sickness a positive handicap.

There are a few simple, common-sense rules to follow, which are briefly summed up in this lesson.

Everything you eat will be carefully inspected by the officers in charge of that duty. You will have plenty of fresh meat, bread, potatoes, and other vegetables, and other simple and nourishing food. As a general rule, you should eat nothing not supplied in your company mess. Especially avoid green or overripe fruit and the inferior "soft drinks" which will be put before you in shops and by peddlers outside the camp limits.

Your chief care in connection with food will be to chew it thoroughly and eat it slowly. Don't drink excessive quantities of water, tea, or coffee with your meals; this is rather a common fault among soldiers.

Avoid needless exposure. You may be often called upon in the line of duty to march through mud and rain. So long as you are actively on the move it will probably do no harm. As soon as you are off duty, however, take proper care of yourself. Give yourself a rub down and if possible bathe your feet and change your clothing. Use a little extra care to protect your belly from getting chilled; it may save you some annoying attacks of cramps and diarrhea.

If you come in from exercise or drill sweating freely, try to cool off gradually instead of allowing yourself to get chilled. Even in hot weather throw a light coat or wrap over yourself for a few minutes.

One of the most important rules of all is to be careful about drinking water not provided in the camp or recommended to you by medical or company officers. If pure water is not at hand, it is better to drink boiled water or weak coffee or tea. Boiling kills the disease germs.

If you are in the habit of using tobacco, be moderate, especially while you are on the march or just before taking strenuous exercise. Your smoke will do less harm and at the same time will be much more enjoyable if you wait till you can sit down quietly during one of the periods of rest.

Eight hours of each day are set aside for sleep. This is ample, but not too much for most men. Even if you can't sleep for any reason, lie still and get a good rest during those hours.

The medical officer will be ready to do everything he can to keep you well. Don't hesitate to report to him if you need any attention even for slight ailments. Every day at "sick call" any soldier who is not feeling well may ask for medical treatment.

It is frequently assumed by well-meaning critics that illicit sexual intercourse and venereal diseases are more common in the Army than in civil life. This is probably a mistaken impression, due largely to the fact that statistics of these diseases are collected in the Army, whereas the corresponding figures for civilian life are incomplete. In the new Army the evils of sexual immorality will be reduced to a minimum. The men will find their time and energy so fully occupied that they will have fewer temptations and dangers of this type than in everyday civil life.

One of your obligations as a citizen-soldier is to conduct yourself in such a way as to create and spread the true impression—namely, that the National Army is made up of men too much in earnest in the great task assigned to them to indulge in lewdness and vice.

The only sure safeguard against venereal disease is to avoid illicit intercourse. A clean life is the best guaranty of sound health. To maintain a clean life, keep away from those things which tend to promote sexual excitement and desire, particularly obscene conversation, reading matter, and pictures.

The moral reasons which should impel every self-respecting man to avoid debasing himself by sexual vice are well known to every man who joins the National Army and need not be recounted here. In addition to the moral reasons, there rests upon every soldier the especial duty of avoiding everything that may unfit him for active and effective service. This obligation in the present crisis is even greater and more urgent than in normal times. The soldiers of the National Army will be expected and required to maintain especially high standards of conduct and to honor the uniform they are privileged to wear.

LESSON NO. 8.

MARCHING AND CARE OF FEET.

The new soldier seldom understands how important it is for him to learn to march and to develop his muscles so that he can easily carry his arms and equipment. "Marching constitutes the prin-

cipal occupation of troops in campaign." (Infantry Drill Regulations, par. 623.) Modern trench warfare in Europe has for the time being reduced the amount of marching required in campaign; yet it remains just as important an element in the soldier's training as it ever was.

In order to march for long distances the soldier's feet must be in good condition. As has been aptly remarked, "the infantryman's feet are his means of transportation." Special attention should be paid to the fitting of shoes and the care of the feet. Marching shoes should be quite a little larger than shoes for ordinary wear. "Sores and blisters on the feet should be promptly dressed during halts. At the end of the march feet should be bathed and dressed; the socks, and if practicable the shoes, should be changed." (Infantry Drill Regulations, par. 627.)

You will learn in time the practical rules for taking care of your feet that are followed by experienced soldiers. You will avoid considerable discomfort, however, if you learn some of these rules now and put them into practice from the very beginning:

1. See that your shoes are large enough. They will at first look and feel unnecessarily loose. This is needed because it has been found that feet swell and lengthen on marches, especially when carrying packs. But shoes fitted this way will give you no corns, bunions, blisters, or other foot ills. In fact, they will cure any that you may already have.

2. Take pains to keep your shoes in good condition. It is a good idea to apply a light coat of neat's-foot oil, which will both soften the leather and tend to make them waterproof. Don't neglect to smooth out wrinkles in the lining of the shoe. "Break in" new shoes before wearing them on long marches.

3. Wear light woolen socks, such as will be issued to you. See that you have no holes or wrinkles in them. If a hole has been worn and can not be mended at once, change the sock from one foot to the other so that your foot will not be irritated more than is necessary.

4. Keep your feet, socks, and shoes clean. When on the march try to wash your socks at night and put on a clean pair every morning. Bathe the feet every evening, or at least wipe them off with a wet towel.

5. Keep your feet scrupulously clean. A foot bath can be taken, when other facilities are not at hand, by scraping a small depression in the ground, throwing a poncho over it and pouring water into this from your canteen. Even a pint of water will do for a foot bath. You can bathe all over by making or finding a depression of suitable size and using your poncho as for a foot bath.

6. Keep your toenails trimmed closely and cut them square across the ends. This will tend to prevent ingrowing nails. By all means avoid the common error of rounding the corners of the nail and cutting it to a point in the center.

7. In case a blister is formed while on the march, open the edge of the blister with the point of a knife or a needle that has been heated in a match flame. Be sure to squeeze all the fluid out of the blister. To leave any in it may make it worse. Do not pull off the loose skin but press it back. Then put on an adhesive plaster, covering the skin well beyond the edges of the blister, putting it on as

tightly as possible without wrinkles. In the same way put an adhesive plaster over any red or tender spots.

8. In case any tendons become inflamed or swollen (usually due to lacing the legging or shoe too tightly or to some other unnecessary pressure), soak the foot in cold water, massage the tendon, and protect it as much as possible by strips of adhesive plaster. You should report to a medical officer at your first opportunity to make sure that the trouble does not grow worse.

One sign of a green soldier is his tendency to drink too much water while on a long march. The experienced man gargles his mouth and throat once in a while, but drinks only in sips and does not overload his stomach with either water or food.

After you have arrived in camp and have cooled off you can drink slowly as much as you desire. It is, of course, unwise to eat fruits, candy, soft drinks, ice cream, and the like while on the march.

Another sign of a green soldier is a carelessly adjusted pack or any other equipment not neatly and securely fastened. Your comfort on the march depends very largely on the care and judgment used in getting ready. All your equipment has been so designed that it need not interfere with the free movement of your arms and legs. Your pack should be strapped to your back in such a way that you can stand erect and breathe freely. There should be no pressure on any of the soft parts of the body. You will march most easily if you keep your body erect and do not permit yourself to slouch or sway from side to side.

When the command is given to halt and fall out for a few minutes loosen your pack and rest back on it in a sitting and lying position. If possible, lie with your feet higher than the head, so as to let the blood flow out of the legs into the body and rest your heart. During the first few halts you may not feel tired, but rest as completely as you can anyway. Look forward to the end of the march and try to handle yourself so that you will be strong and fresh at the finish.

At the first halt it is well to readjust the pack or any part of the equipment not entirely comfortable. If your shoes or leggings are laced too tightly, this is the time to loosen them.

A cheerful attitude is one of the best aids to a soldier on a trying march. Singing and whistling on the march is usually not only allowed but encouraged. They help wonderfully to make the long road seem shorter.

These are all very simple rules, but none the less important. Keep them in mind. Some men never learn except from their own hard experience; but it is expected of the men in the National Army that they will have the good sense to see the value of these suggestions and to apply them from the very beginning.

LESSON NO. 9.

YOUR EQUIPMENT AND ARMS.

Each soldier in a modern army carries with him sufficient food, clothing, shelter, fighting arms, and ammunition to take care of himself for a short period in case he should be separated from his

company. The total weight of his load, in addition to the clothes he wears, is 50 to 70 pounds. The number of articles is surprisingly large. They are so devised, however, that by ingenious methods of packing and adjusting they can all be carried with the least possible effort.

You are personally responsible for all the arms, clothing, and supplies issued to you. The trained soldier keeps track of them. He knows immediately at any time where every one of his belongings is to be found. You are required to keep them in good condition. In case you need other articles, they may be issued to you, but their value in that case will be deducted from your next pay.

You will receive on enlistment an ample supply of clothing, including not only your uniform, but extra shoes, shirts, underclothes, and socks. You may not be able always to keep your clothing spotlessly clean. But when it becomes dirty or spotted take the first opportunity to clean it thoroughly.

Your shoes must be cleaned and polished frequently. Wet shoes should be carefully dried. Army men frequently dry their shoes during the night by taking a few handfuls of dry, clean pebbles, heating them in a meat can or kettle until they are very hot, and then placing them in the shoes. So long as the pebbles are hot move them about once in a while by shaking the shoes. Take care not to heat the pebbles so hot that the shoes will be scorched.

In general, see to it that all your clothing is as neat and clean as possible at all times. Mend rips and sew on buttons without delay. This will add to your comfort as well as appearance.

Wear your hat straight. Don't affect the "smart-aleck" style of tilting the hat. Keep all buttons fastened. Have your trousers and leggings properly laced. Keep yourself clean shaved. Carry yourself like a soldier.

Bear in mind that there is a tendency in camp life for men to become careless and untidy. You must use every means to counteract this tendency. For this purpose the customs and regulations of the Army emphasize the necessity for personal neatness and cleanliness. The good soldier keeps close watch on himself.

Besides his extra clothing a soldier carries a blanket; a rubber poncho; a canteen; a mess kit, including meat can, knife, fork, and spoon; a cup; toilet articles; a first-aid package; and some minor belongings.

One of the most useful pieces is one-half of a shelter tent, with rope and pins. The shelter tent is said to be a French invention which was introduced into the American Army during the Civil War. In the Army it is often called a "dog tent," evidently because of its shape and small size. Two men can combine their halves and set up a shelter tent in a few minutes. While it can not be described as roomy, it is just what its name implies, a "shelter" from wind and rain. It is used only in temporary camps.

Your chief fighting tools will be a rifle, a bayonet in a scabbard, a cartridge belt, and an intrenching tool. Other weapons or defenses needed in modern trench warfare will be referred to later. Do not under any circumstances lose track of these articles while on field duty. So long as you possess them, you are an armed soldier capable of defending yourself and of performing effective service. Without

them you are for all practical purposes helpless. Of course, this statement does not apply strictly to those men who are armed in some other way, such as those who are serving artillery or machine guns.

The rifle is the soldier's closest friend. His first thought should be to guard it and care for it above all his other possessions. He expects it to take care of him in emergencies. In ordinary times he must take care of it.

In caring for a rifle it is especially important to keep the bore clean. In so doing be sure to avoid injuring the delicate rifling which causes the bullet to spin as it is forced out and thus greatly increases the accuracy of firing. Never put away a rifle that has been fired or exposed to bad weather without first cleaning it. Never lay a rifle flat on the ground. Rest it securely against something. In lowering the rifle to the ground, whether during drilling or at any other time, see that it touches the ground gently.

Don't play with your rifle. A rifle or revolver, whether loaded or unloaded, should never be pointed at a person unless you fully intend to shoot that person, if necessary, in the performance of your duty. When a firearm is put into your hands you are intrusted with a great responsibility for its proper use.

Anybody in normal physical condition can learn to be a good shot. Two of the most important points to remember are to *take a deep breath* just before completing your aim so that you may hold the rifle with perfect steadiness, and to *squeeze the trigger* so that the gun will not be jerked from its aim at the moment of firing. When you become an expert marksman (provided you have also the courage which permits you to remain cool and collected on the battle field) you will have added immensely to your value as a citizen soldier. The simple fact that you qualify as a marksman will give you more self-confidence and self-control.

The amount of ammunition which an American infantryman carries into battle is usually 220 rounds. In an advanced firing position, where it is difficult to bring up reserves of ammunition, it is necessary to be economical. Bear this in mind during your target practice and learn to make every shot count.

In modern warfare the intrenching tool is an essential part of your fighting equipment. The eight men in each squad carry these 8 tools: 4 shovels, 2 pick mattocks, 1 polo or hand ax, and 1 wire cutter. In ordinary soil you can quickly throw up a shallow trench which will protect you to a great extent from the enemy's fire. After a trench has once been started, it can be deepened and extended, even in the face of the enemy, without the soldier exposing himself to direct fire.

Don't look on practice in digging trenches as if it were drudgery. Skill in seeking and making cover from the enemy's fire is far from being a sign of weakness on the soldier's part. Rather it is a sign of the determination and courage that mark a really efficient fighting force. The day has gone by when either officers or men are expected to stand out in the open. They should use every effective method of self-protection so long as it helps to gain ground and defeat the enemy.

LESSON NO. 10.

RECREATION IN CAMP.

While your days in the cantonments will be spent chiefly in drilling and other forms of training, you will have a considerable amount of time left free for your own use. Under some conditions permission may be given at times to leave the cantonment for short periods. However, this is a matter to be regulated in each camp.

If you do go away from the camp on leave, you will continue to wear your uniform, and will keep in mind always that you remain a soldier, subject to certain requirements that are not so definitely imposed on civilians. In meeting officers, whether in camp or outside, you are expected always to treat them with proper courtesy and respect. You should remember also, even though you are not directly under supervision, to keep up your soldierly neatness and bearing.

Congress has provided that "it shall be unlawful to sell any intoxicating liquor, including beer, ale, or wine, to any officer or member of the military forces while in uniform," an exception being made in a case of liquor required for medical purposes. Under authority of the same act it has also been ruled that alcoholic liquors shall not be sold within 5 miles of any military camp, an exception being made in case there is an incorporated city or town within that limit. It has further been provided that "the keeping or setting up of houses of ill fame, brothels, or bawdy houses within 5 miles of any military camp * * * is prohibited." All these provisions and restrictions are in the interest of every right-minded soldier. They go a long way toward insuring clean and healthful living conditions in the camps. They will help to make every soldier more efficient and better able to give a good account of himself.

One of the centers of Army life in camp is the post exchange, at which articles for personal use, knickknacks, soft drinks, and so on, are sold. You will be safe in depending on the good quality and fair price of everything offered in the post exchange.

In general the matter of providing for recreation and personal comforts in the cantonments has been intrusted by the Secretary of War to a small body of men known as the Commission on Training Camp Activities. The commission includes an Army officer and representatives of organizations that have had much experience in meeting the needs of men of the type who will go into the National Army. It will have the cooperation of the Young Men's Christian Association and the Knights of Columbus. Other associations may also work with the commission. This task of attending to the social needs of the soldiers has been organized with almost as much care and thoroughness as the bigger task of making ready for the firing line.

The Young Men's Christian Association is building a hut for the men in each brigade. In these huts moving-picture or vaudeville shows will be given every night. Writing materials can be had for the asking. A piano will be at hand. The Knights of Columbus will have one large building in each camp, in which there will be facilities of the same kind.

Both these organizations will conduct religious services every Sunday. Men of all creeds will be welcome. The secretaries and

other officers in charge will be glad at any time to talk over any personal problems and to help you in any way they can. They are picked because of their willingness and skill in rendering service. They will always make you welcome. Get in touch with either of these organizations as soon as you have opportunity after you reach camp. The chaplain attached to each regiment also looks after the spiritual and moral welfare of the men.

In every cantonment there will be a complete library building where you will be able to obtain books and magazines of all kinds. This is arranged with the help of the American Library Association.

In each cantonment the Commission on Training Camp Activities is erecting a large auditorium. This is to be used partly as a theater and partly for athletic instruction. Some of the best theatrical companies in the country will put on Broadway productions for your benefit. These performances will be free. A place will be provided for everyone.

Those men who like singing will have plenty of chance to enjoy "sing songs" on a big scale. The commission has secured the services of well-known chorus leaders to take charge of camp singing.

A great deal of attention has been given to athletics. An expert will give boxing lessons to large groups of men. This instruction is voluntary, but it will be well worth your while to attend.

In some of the camps where bathing beaches are not far away instruction will be given in swimming.

Team athletics, such as baseball, basketball, and football, will be developed under the guidance of expert coaches. One of the members of the commission will be in general charge of this line of activity in all the camps.

Of course all these facilities are for use in your spare time only. They are not to interfere with the steady process of training which alone can make you a real soldier. However, you will enjoy your hours of recreation all the more because they have been preceded by hours of hard work. The recreation as well as the work has its place in the general plan for turning out an efficient army of self-reliant citizen soldiers in the quickest possible time.

LESSON NO. 11.

PLAYING THE GAME.

There is a gripping interest about the soldier's life that makes a strong appeal to vigorous Americans. This is doubly true in time of war, when the soldier has a serious object in view and gives his whole mind to his new duties.

You will find this interest growing as you advance. New scenes and associates will bring you a new point of view. You will be less wrapped up than you have been in many purely personal questions. You will cut loose from many of the petty details which tend to smother a man's individuality. You will devote more time to thinking.

The healthy good fellowship of the camp also can not fail to stimulate you. Thousands of men drawn from all walks of life can

not be thrown suddenly together without bringing to light many qualities previously unknown. You will probably become better acquainted with yourself than you have ever been before.

In order to get the most out of this new life, you must devote yourself to it heart and soul. A good start is half the battle in making your way in the Army. Even if you are not now much interested in military affairs—if you are entering the service, not because of personal inclination, but solely because it is one of your obligations as a citizen—you are going to become keenly interested after you once get into the swing and spirit of the Army. This will be true in at least ninety-nine cases out of every hundred. Recognize it now and play the game hard from the very start.

YOUR MONTHLY PAY.

While the men in the National Army are serving at the call of duty and not for money, nevertheless everyone will be paid more than enough to take care of all necessary expenses. These expenses are very slight. Clothing, food, and transportation are provided by the Government. In addition, the private soldier receives \$30 per month while he is in the United States and \$33 per month while he is abroad. Following is a table which shows the pay for some of the higher non-commissioned ranks:

Rank.	Monthly pay.	
	In United States.	Abroad.
Private.....	\$30.00	\$33.00
First-class private.....	33.00	36.60
Corporal.....	36.00	40.20
Sergeant.....	38.00	44.00
First sergeant.....	51.00	60.00

A man may allot such portions of his pay as he desires for the support of his family or relatives. He may deposit his savings with any quartermaster in sums of not less than \$5. The quartermaster will furnish to each depositor a book giving record of his deposits. On the discharge of a soldier (but not before) the total amount of his deposits will be entered on his final statement and will be paid to him on presentation of his deposit book.

The rate of interest allowance is 4 per cent. This is one convenient method of saving money which many soldiers will desire to use. It is easier to save in the Army than it is in civil life.

Saving money is not only good in itself but is a sign that you are concentrating your time and energy on your military duties; that you are really playing the game.

The majority of the men who join the National Army are old enough and have sufficient good sense and self-control to conduct themselves properly, both on duty and off duty, without special advice or supervision. However, some suggestions may prove helpful.

A man in uniform is always regarded, whether he wishes it or not, as a representative of the army to which he belongs. See to it that you conduct yourself in such a way to add your bit, not only to your own reputation, but to the reputation of the Army and of the country.

MAKING USE OF SPARE TIME.

The use that a man makes of his time off duty is a good test of his character and of his capacity for growth. The good soldier is self-restrained. Don't spend your time repeating indecent stories. They add nothing whatever to your standing, either with the men to whom you tell them or with your officers. Avoid boisterousness, vulgarity, and profanity.

This doesn't mean at all that you should keep yourself in the background or that you should fail to be a good "mixer." Let your personality stand out. Broaden your influence by every proper method. But use your personality and your influence to help the men in your own squad and company carry on their work and prepare as quickly as possible for the big task ahead of you.

Save some of your spare time for study. The manuals and drill regulations will grow more and more interesting to you as you become more familiar with your new duties. Memorize some of the important passages. Make yourself an authority on everything that pertains to company drill.

These are simple rules that will help any man, whether in or out of the Army, to make himself liked and respected. They are easy rules to observe. Follow them, and you will add greatly to your enjoyment of Army life and to your chances for promotion.

LESSON NO. 12.

TEAMWORK IN THE ARMY.

So far in this course we have been taking up some of the problems which each soldier has to face and solve for himself; how to adjust himself as quickly as possible to the routine of camp life; how to keep himself and all his belongings clean in spite of the difficulties in the way; how to look after his own health and comfort; how to take care of arms and equipment; and how to get real enjoyment, as well as benefit, out of Army life.

If the course were to stop just at this point it might leave in your mind a false impression. For after all the soldier is not an individual player in the great game of war; he is valuable chiefly as a member of a team. It is a team of enormous size. It is organized in rather a complicated way. This team we call the Army.

Your Army life will be more interesting if you know in a general way how the team is organized. This will enable you to see more clearly where you fit in and what is expected of you.

If you have been working for a business concern you are already familiar with many of the elements of Army organization. You have been in touch with the same things under different names.

NEED FOR TEAM WORK.

In a factory or store or office—wherever large numbers of people are working together—there is almost always some one in direct charge of each group of workers. This person may be called a foreman in the shop, a chief clerk in an office, a floor walker in a department store, or by any one of a number of other titles; in the Army we call him a corporal or a sergeant. Going up a step, you know that in every large concern there are numerous officers who take charge of various departments of the business such as the superintendent, the traffic manager, the advertising manager, the sales manager, the secretary, the vice president, and so on; in the Army we call the men in corresponding positions captains, majors, colonels, and generals. Finally, you have at the top of the business concern a president or a general manager, who directs everything; in the Army he is a commanding general.

This general likeness between business organization and Army organization is helpful, but must not be carried too far. There is one vital difference: The average business concern is somewhat easy-going; the responsibility for each piece of work is not always definitely fixed. In the Army everybody, on the other hand, is held to the strictest account. There is very seldom any doubt as to the man to be held responsible for each task.

RESPONSIBILITY ALWAYS FIXED.

Within each rank, from major general to private, every man has his individual ranking, depending upon his length of service in the office which he holds. This ranking insures that in every situation somebody always has authority and is responsible for whatever is done. Even if two private soldiers are working together without supervision, the one who has been longer in the service takes charge and the other must obey his orders. This rule applies everywhere.

In civilian life there is time for argument. You may have better ideas than your boss about how a certain thing should be done and possibly may convince him and get his original orders changed. In Army life nothing of this kind can be permitted. The officer in charge always has the full responsibility. Whatever orders he gives must be instantly obeyed. It is far better to take action, even though the thing may not be done in the best possible way, than it is to stand still and debate. Lack of immediate action in the crisis of a battle might mean that the Army would be defeated, thousands of lives lost, and possibly the honor of the country stained.

Think over this difference between Army organization and civilian organization. The longer you think about it, the more clearly you will see why your own interests demand that you should fit into your place in the Army and follow instructions much more strictly than is necessary in civil life.

The Army is governed by military law. This means that soldiers are not brought to trial in civil courts, except for certain serious crimes, but are subject to military courts of inquiry, summary courts, and courts-martial. However, this will never be a question of much importance to the great majority of men in the National Army.

SUCCESS IN WINNING VICTORIES.

Success in winning victories is the object for which the Army exists. In comparison nothing else counts. Every officer and every soldier must be ready to make any sacrifice, big or little, to accomplish this object. An officer may spend years in working out solutions to military problems, only to find in the end that all the credit for what he has done is swallowed up in the general reputation of the Army. If this proves to be the case, he has no cause for complaint. It is the rule of the Army that everything must be done "for the good of the service."

In the same way you may be called upon to carry through some dangerous mission or to perform unpleasant duties. Every such call is an opportunity to show your loyalty to the service and to the Nation. Remember in all these cases that hundreds of thousands of other men in the Army, from top to bottom, like yourself are working first and all the time for the success of the team.

It is usually the Army with the strongest team spirit that fights its way through to victory. Try to cultivate that spirit in the National Army, both in yourself and among your comrades.

LESSON NO. 13.

GROUPING MEN INTO TEAMS.

NOTE.—This lesson is based upon the present organization of the United States Army. Some changes may be made later.

The smallest unit or "team" in the Army is the squad. A squad usually consists of eight men, one of whom is the leader; he is called the "corporal." You will be assigned to a squad almost at once on entering the Army. At first you may be shifted about considerably from one squad to another, but within a short time you and seven other men will be brought together as a permanent team. This means that you will work together, drill together, and sleep in the same tent or in the same section of the barracks. You will come to know the other men in the squad through and through and they will become equally well acquainted with you. Some of them will probably grow to be your close and lifelong friends. On the other hand, there may be one or two men whom you dislike or do not respect.

THE SQUAD UNIT.

In any case remember this: The eight men in a squad form a team in the same sense that a baseball nine or a football eleven is a team. Your squad is competing with all the other squads in your company. Whenever it shows itself especially well drilled, quick to learn new duties, or careful in respect to cleanliness and general bearing you pile up a few points in your favor. The umpires are the officers of your company; and you may be certain they are watching your squad every minute of the day—not watching for chances to criticize, but watching hopefully for signs of soldierly spirit and intelligence.

It is your first duty to help your own squad make a good showing. Also it is to your own interest to do so. There is no more pleasure or reward for you in belonging to a poor squad than there is for a ball player in belonging to a losing team. Take pride in your squad and its good work. If you find you have one man among you who is lazy or childish, try to get him into a different attitude. Every squad has at least one weak link. The best way to handle him is to talk to him until you get him as much interested as you in making your squad rank as the best in the company.

Incidentally, your captain is not likely to overlook the best squad when it comes to picking men for promotion.

THE PLATOON AND THE COMPANY.

Two, three, or four squads (usually three) may be joined in the next higher unit, which is called a "platoon." The platoon, however, is not so permanent as a squad, but is formed whenever there is need for it in drilling or on the firing line.

Next comes the company, which is made up at full strength of 150 men; this is about 18 squads or 6 platoons. This number is "war strength" in our old tables of organization; the first division now in France has 200 men per company; it is probable the strength may be 250 per Infantry company. However, these figures for the number of squads and of platoons are never definitely fixed. A company in the field is very seldom at full strength, and it may be convenient at any time to change the numbers of squads and platoons.

The company is a permanent "team" in the sense in which we have been using that word. Its members always live together, eat together, drill together, and fight together. All the officers and soldiers in a company become well acquainted. Each man's points of strength and of weakness are known. Outside of your own company you will probably know very few men, only those with whom you come into touch by accident or while you are serving on some special duty. This is something worth thinking about. You are probably going to live, eat, drill, and fight with the other men in your company so long as you remain in the Army. The sensible thing to do is to conduct yourself in such a way as to command the liking and respect of these men from the very beginning.

Four companies are joined in a "battalion." The battalion is an important unit in the Army organization, but is not so clearly marked as either the company or the regiment.

REGIMENTS, BRIGADES, AND DIVISIONS.

The regiment consists of 3 battalions, making 12 companies. In addition, there are three special companies which do not belong to any of the battalions. These are the headquarters company, including the band and the color guard; the machine-gun company, to be referred to later; and the supply company, responsible for the regiment's food, ammunition, and other supplies. Counting in everyone, the regiment at full strength in our old tables of organization totals 2,058 officers and men. It will go more than this with the increase in strength of companies. Two thousand six hundred

and thirty-one is the strength of Infantry regiments in the first expeditionary division. The regiment is, of course, very seldom at full strength, but is never allowed to remain below a minimum strength of about 1,400.

The regiment is the unit that especially arouses the soldiers' pride and loyalty. The most cherished traditions of the Army are made up of the splendid deeds of famous regiments. The soldier identifies himself throughout his life by naming his regiment. His love for the Army centers in his regiment. His most sacred memories cluster around the regimental battle flags.

Two regiments are joined in a brigade. Thus the brigade is built up by assembling individual soldiers into squads; squads into platoons; platoons into companies; companies into battalions; battalions into regiments; and regiments into brigades.

Brigades may in turn be joined to form divisions, divisions may be joined to form corps, and corps to form field armies. All of the Army's divisions and separate detachments and departments taken together form the "big team"—that is to say, the United States Army. The make-up of the big team is treated in a later lesson.

LESSON NO. 14.

THE TEAM LEADERS.

Most of the men in the Army are private soldiers. Their work is of the greatest importance and deserves all the respect and praise which it receives. A great many men in the National Army, however, will be ambitious to rise to higher ranks. They will find plenty of encouragement and of opportunities for promotion.

If you are one of these men, don't allow yourself to forget the fact that you can win promotion only by proving your fitness in each duty intrusted to you. It is a rare case when a man is "jumped" several ranks ahead. As a rule, he climbs from one rank to the next higher rank after having demonstrated in each position his intelligence, honor, and reliability.

Even as a private, you may win advancement to the grade known as first-class privates. About one-fourth of the privates in each company may be given the rating "first class," which means in substance that they are regarded as skilled and trustworthy soldiers.

NONCOMMISSIONED OFFICERS.

From the first-class privates are usually chosen the corporals. These are the squad leaders. They are appointed by the commanding officer of the regiment on the recommendation of the commanding officer of the company. In addition to the regularly appointed corporals each company may have one lance corporal. This is a temporary appointment made by the company commander for the purpose of testing the ability of some private whom he is thinking of recommending for permanent appointment. In case the lance corporal does not make a good showing, or for any other reason, he may be returned to the ranks when the commander of the company sees fit.

Next above the corporal in rank comes the sergeant. There are usually 9 to 11 sergeants in a company. Unless a sergeant has some other duty assigned to him, he is normally the leader of a platoon. There are, however, many special duties constantly assigned to sergeants. The first sergeant (in Army slang, the "top sergeant"), for example, keeps certain company records, forms the company in ranks, transmits orders from the company commander, and performs many other important tasks. The supply sergeant sees to bringing up supplies of all kinds to the company. The mess sergeant looks after food. The stable sergeant is responsible for the proper care of horses and mules. The color sergeant carries the national or regimental colors. There are many other grades within the rank of sergeant which can not be described here. You will gradually become familiar with them during your Army experience.

COMMISSIONED OFFICERS.

Sergeant and corporals are known as noncommissioned officers, because they are appointed by their regimental commanding officer. Officers of higher ranks are known as commissioned, since they hold their rank by virtue of a commission issued to them under authority of the President of the United States. The commissioned officer is thus on quite a different footing from the "noncom" (noncommissioned officer). He obtains his rank and authority from a higher source. He is treated with respect which is of a different character from that extended to a noncommissioned officer. This is one of the fundamental things in Army organization.

Lowest in rank among the commissioned officers is the second lieutenant. Above him comes the first lieutenant and above him the captain. These are the three "company officers." The captain is ordinarily the commanding officer of a company, while the lieutenants might be described as assistant captains. In the absence or disability of the captain, however, the first lieutenant takes his place and has full command, and in the absence or disability of both the second lieutenant takes the command.

Next above the captain is the major, whose proper command is a battalion. A step higher is the lieutenant colonel and above him the colonel, the commanding officer of a regiment. The lieutenant colonel ordinarily assists the colonel and in his absence takes the command. In case both the lieutenant colonel and the colonel are disabled or absent, the senior major takes the command.

THE GENERAL OFFICERS.

Above the colonel is the brigadier general, whose proper command is a brigade. Above the brigadier general is the major general, the highest rank at present held by any officer of the American Army.

One general, however, serves as Chief of Staff of the Army. As such he supervises all troops and departments of the military service. He in turn reports to the Secretary of War. The Secretary of War in his turn acts under the general direction of the President of the United States, who is the Commander in Chief.

The chain of authority reaches in an unbroken line all the way from the President to the newest recruit. If the President chooses to give an order which in any way affects the recruit, it passes through the Secretary of War, Chief of Staff, major general, brigadier general, colonel, major, captain, sergeant, and possibly corporal until the recruit is reached and the order obeyed.

Ordinarily only the most general instructions are issued by the higher officers. The manner in which these instructions shall be carried out is left to the judgment of officers in closer contact with the troops and with a more intimate knowledge of the conditions under which they are working.

LESSON NO. 15.

FIGHTING ARMS OF THE SERVICE.

We have spoken so far as if all soldiers were infantrymen; that is, as if all fought on foot armed with rifle and bayonet. As we all know, an army is much more complex. There are two other "fighting arms" of the service—the Cavalry and the Artillery. These three branches of the Army are sometimes called the "line," a term which comes down to us from the day when soldiers in battle were always drawn up in line. The other branches, to be described later, are included under the general term "Staff." However, the Engineer Corps and the Signal Corps are in part troops of the line, though they are herein described for convenience under the heading of "Staff branches of the service."

The Infantry is the backbone of the Army. "It is the Infantry soldier who must bear the greatest stress of battle, and war is more dependent for success upon his individual action than upon any other factor." By far the largest number of men in the National Army will go into the Infantry branch of the service. In the present war the importance of Infantry is even greater than in previous wars.

THE VALUE OF INFANTRY.

It is not enough for Infantry to know how to defend itself. It must know also how to attack. It is not enough that it should be able to move forward in masses. The Infantry soldier must also have the intelligent self-reliance that will enable him to act as an individual; always, of course, within the limits of military discipline.

The chances for initiative in present-day warfare can best be illustrated by recounting the story of Michael O'Leary, a lance corporal of the Irish Guards in the British Army. On February 1, 1915, the Guards were ordered to retake a trench which had been temporarily lost to the Germans. O'Leary was off duty and need not have joined in the attack at all. But that did not stop him for a moment from using his courage and his brains to help his regiment win.

Jumping out of the trench he ran at full speed to a railroad cut on the right of the first German line, where he was partly under cover from the enemy's fire. With five shots in succession he killed or disabled five men before his comrades reached the trench. Not sat-

isified with this achievement he ran ahead until he came up from the railroad cut beside the second German line. Here was a machine gun. The officer in command had just pointed the gun at the Irish Guards in the first trench and had his finger on the firing button when he was dropped by a well-aimed bullet from O'Leary's rifle. He shot two other Germans who were attempting to fire the machine gun, whereupon the remainder of the squad threw up their hands and surrendered.

Thus it happened that when his company of the Irish Guards reached the second line without the loss of a single man they were amazed to find O'Leary ahead of them in complete possession. He was made a sergeant on the field, and later given a Victoria cross. After other exhibitions of bravery and initiative, the 25-year-old soldier became Lieut. O'Leary.

There is always an element of luck in such unusual achievements, but all the luck in the world is useless unless the soldier has developed his intelligence, spirit, and self-reliance during his months of training.

THE CAVALRY.

The Cavalry is armed with saber and pistol, as well as rifle. Since the early months of the present war there has been little opportunity to use Cavalry on the western front. For the most part the Cavalry forces of European armies have been fighting in the trenches as Infantry.

Under these conditions it has been determined to reorganize several of the Cavalry regiments of our Regular Army as Field Artillery. United States Cavalry, as such, is not to be used in Europe at present. Some good judges believe that the Cavalry will again come into its own before the war is ended, but on this question no final opinion can now be given.

The Coast Artillery, which handles the big-caliber guns guarding our chief harbors against naval attacks, is a branch distinct from the Field Artillery, which handles the smaller guns drawn by horses or motors and moved about with the rest of the army. The present field guns range in size from 3-inch caliber to 4.7 inches. The Field Artillery also handles howitzers, which throw heavy shells high into the air so that they will fall upon the target at a very steep angle.

The chief kinds of artillery ammunition are shrapnel and high explosives. The shrapnel is intended to burst in the face of the enemy and scatter a large number of bullets. The high explosives are used chiefly to blow up enemy trenches.

INCREASING IMPORTANCE OF ARTILLERY.

The importance of artillery has been very much increased during the present war. It is the most effective of all weapons in preparing the way for attack. In advance of an attack on a large scale there are often several days of continuous artillery duel, during which the big guns of both sides try to locate and put out of action the opposing guns. In fact, on the western front the artillery duel never entirely ceases.

The chief qualities of a good artilleryman are intelligence and tenacity. He must know his gun so well that he can not only play

his own part but, if necessary, can take the place of any of his comrades. He must have the courage that enables him to hold any position assigned to him until the order is given to move.

Similar to the artillery in many respects are the machine-gun troops. Machine guns shoot out a steady stream of bullets and have great value against an attack from the front. They may also be readily carried forward by attacking troops and used with great effect against the defenders of a position.

A skirmish line can not advance by walking or running when hostile machine guns have the correct range and are ready to fire. Machine-gun fire is not especially effective against troops lying on the ground or crawling. When opposed by machine gun, without Artillery to destroy them, Infantry itself must silence them before it can advance. Concealment and patient waiting for critical moments and exceptional opportunities are the special characteristics of the machine-gun service in decisive action. (Infantry Drill Regulations, pars. 542, 545-546.)

In handling machine guns, just as in handling artillery, intelligence and tenacity are the qualities most needed. There are numberless examples in the present war of courageous self-reliance on the part of individual soldiers in repairing or serving machine guns while under fire, and thus playing a big part in helping to win victories.

LESSON NO. 16.

STAFF BRANCHES OF THE SERVICE—I.

In addition to the three fighting arms—Infantry, Cavalry, and Artillery—there are nine branches of the Army known as the staff corps and department. In general their first and most important duty is not fighting but assisting those who do fight, by providing them with everything they need. Very few people outside the Army have a clear idea of the organization of these nine branches or of their duties.

Following are the staff corps and departments: General Staff Corps; Adjutant General's Department; Inspector General's Department; Judge Advocate General's Department; Engineer Corps; Signal Corps; Medical Department; Quartermaster Corps; Ordnance Department.

The first four of the staff branches just named are composed entirely of experienced and capable officers. The other five include enlisted men as well as officers.

THE BRAINS OF THE ARMY.

The business of the General Staff Corps is to study military problems of all kinds, to work out the best solutions, and to report to the Chief of Staff of the Army. It is often called the "brains of the Army," and it would be hard to give a better description in a few words. The War College division of the General Staff Corps is devoted to the study and investigation of new and special problems.

In time of war some of the members of the General Staff Corps serve with the generals in the field and assist them in solving and handling their various problems. While on this duty, the senior General Staff officer acts as chief of staff of the commanding general. This position is not to be confused with that of Chief of Staff of the Army, who has general supervision of all military operations, both at home and in the field.

The Adjutant General's department has charge of all of the records relating to officers and enlisted men, issues orders to carry out the wishes of the commanding officer, and carries on military correspondence. In every battalion and regiment one of the officers of the line is detailed as adjutant to perform for his organization the duties just named.

MILITARY OBSERVERS.

The Inspector General's department observes everything that goes on and reports on the skill and general fitness of officers and troops. At intervals an officer from the Inspector General's department reviews the men in each organization; examines their arms, equipment, and supplies; looks over all records showing expenditures of money or distribution of property; and sends in a complete report, pointing out the good and bad features of the organization. In this way the higher officers are kept informed at all times as to the state of affairs in every section of the Army.

The Judge Advocate General's department is the legal department of the Army. It prepares opinions on legal questions for the guidance of other officers or departments, serves as the representative of the law in military courts, and keeps the legal records of the Army. Closely related is the office of Provost Marshal General, who has charge, among other things, of enforcing the selective-service law.

Unless you work your way up to a commission, it is not likely that you will come into touch in any direct way with any of the four staff departments just named. Their duties are reviewed here simply because it should be interesting to you to know how the great Army machine is kept well oiled and running smoothly even in periods of great difficulty.

You will frequently see the other five staff branches in operation, however, throughout your Army life.

THE ENGINEER CORPS.

The Corps of Engineers are the skilled workmen of the Army. They lay out permanent camps and entrenchments; build and repair military roads, railroads, and bridges, dig saps and mines under the enemy's trenches; and take care of other work which requires technical skill of this character.

Theoretically the Engineer Corps is not one of the fighting arms; but in practice they are often called upon to fight and to perform dangerous duties. They may build bridges or dig entrenchments, for example, under the enemy's fire. In modern warfare the engineers play a highly important—and often a heroic—part.

THE SIGNAL CORPS.

The Signal Corps is the message-bearer of the Army. It carries information and orders from one headquarters to another. It is today as essential to the conduct of a great army as the telephone is to the conduct of a great business.

At one time the Signal Corps transmitted messages chiefly through the use of flags, lanterns, heliographs (mirrors so arranged as to reflect and flash rays of light), and the like. Then came a period during which it was chiefly concerned with laying down and operating telegraph and telephone lines; and this is still one of its most important duties. However, the wireless is becoming more and more important, even on the battlefield.

A first-class signalman is expert with all these various methods. He is also a good horseman, since he must be able to move about rapidly. His duties may frequently carry him into the battle line and into other dangerous positions, and he must know how to defend himself; his chief weapon is the pistol. There is no branch of the service in which a man's intelligence, initiative, and technical skill count for more.

The Signal Corps of the American Army includes the aviation section, which has grown to be of such vital importance. The best-known types of airplanes are the scouting machine, which goes out to get information by flying over the enemy's lines; the bombing machine, which goes out to do as much damage as possible to the enemy's military works; and the swift fighting machine, which attacks enemy airplanes and protects the slower scouting and bombing machines. The work is dangerous, but partly for this reason is especially attractive to men of high intelligence and daring.

LESSON NO. 17.

STAFF BRANCHES OF THE SERVICE—II.

The staff branches reviewed in the preceding lesson are the General Staff Corps, Adjutant General's Department, Inspector General's Department, Judge Advocate General's Department, Engineer Corps, and Signal Corps. The other three staff branches which all directly touch every soldier are the Medical Department, Quartermaster Corps, and Ordnance Department.

The Medical Department works along two distinct lines: First, it tries to keep everyone in the Army in good health, and for this purpose keeps close watch of the cleanliness of camps and buildings, of the quality and cooking of food, and the like; second, it provides ambulances, hospitals, and medical service for the proper care of sick or wounded men. The Medical Department includes the Dental Corps, the Hospital Corps, and the Nurse Corps. Its officers are experienced physicians who have passed rigid examinations. Its enlisted men are chiefly engaged in the difficult and often dangerous work of rescuing the wounded and transporting them to field and base hospitals.

Just as every man in the Army carries intrenching tools so that he may protect himself without the help of the Engineer Corps when

necessary, so he also carries a "first-aid packet," so that he may in an emergency perform some of the duties of the Medical Department. Every soldier learns how to give dressing and treatment to his own wounds when he is able to do so, and how to assist wounded comrades until men from the Medical Department arrive.

MEDICAL DEPARTMENT EFFICIENCY.

The Medical Department of the American Army is regarded as one of the best in the world. A soldier may feel assured he will receive every possible attention in case of need. The percentage of recoveries from wounds in the hospitals manned by Americans during the European War has been exceptionally high.

The Quartermaster Corps is the business manager of the Army. It furnishes food, clothing, and most kinds of equipment; provides horses and mules; arranges for transportation; takes charge of money; buys supplies; pays troops; and keeps on hand stores of supplies.

The importance of all this work can hardly be overstated. Napoleon said "An army travels on its belly," meaning that soldiers must be well fed and well supplied if they are to fight effectively. This is even more necessary to-day than it was in Napoleon's time. In modern warfare the scale of fighting and the quantities of supplies are so tremendous that the duties of the Quartermaster Corps are multiplied beyond any previous experience.

The officers of the Quartermaster Corps must be able business men. Many of them have held important business positions. The enlisted men of the corps are skilled in such occupations as blacksmithing, painting, driving teams and trucks, baking bread, and the like.

WORK OF ORDNANCE DEPARTMENT.

Of the same general character is the work of the Ordnance Department, which furnishes the guns, ammunition, and other supplies needed for fighting. Several times during the present war whole armies have been forced to retreat or have suffered severely because of the lack of munitions. The quantity of ammunition used daily is enormous. During the French offensive of June, 1917, 12,600,000 shots were fired from artillery guns.

In the actual theater of war the ammunition service is under the control of the Field Artillery. Bringing up supplies of ammunition to troops and to batteries in action is one of the most essential of all duties on the battle field. The wagons or trucks carrying ammunition must be driven when necessary within easy reach of the firing line. Sometimes there is an opportunity here for the display of resourcefulness and courage far above the ordinary requirements of the service.

At the second battle of Ypres in April, 1915, the Third Battery in the Third Brigade of the Canadian Field Artillery galloped into position within a few hundred yards of the German front, where they did gallant work fighting against overwhelming odds to hold back the enemy's onslaught. After a time it became necessary to

bring up high explosive shells. One of the Canadian gunners tells how they were brought:

"The ammunition wagon containing them came galloping across the open field under a heavy fire, the men lashing their horses and yelling like mad. The horses were simply crazed. Some of them had been hit with bullets, and when they neared our guns the men could not stop them. It looked as though they would go right on to the German lines. There was only one thing to do: The rider of the leading horses drew his revolver and shot them dead. They went down, with the other horses and men and the wagon rolling over and over them. With the high explosive shells we tore the trees to bits and left the whole place open; then our Infantry, quickly following up the advantage, drove the Teutons back."

THE FIGHTING TEAM.

When the three fighting arms and the nine staff corps are all brought together under one control they form what we may call "the fighting team." This is the team in which you and every other soldier must be ready to play your part.

The smallest unit in which all these branches of the service is represented is known as a division. Under present regulations an Infantry division is made up of three Infantry brigades; one brigade of Field Artillery; one regiment of Cavalry; one regiment of Engineers; one battalion of Signal Corps; one squadron of airplanes; together with field trains and combat trains carrying rations, baggage, ammunition, and all kinds of supplies. A division, therefore, is in itself a complete small army. When at full strength it includes 28,334 officers and men. A field army is made up of a number of such divisions.

LESSON NO. 18.

ARMY INSIGNIA.

The uniform of the United States Army stands for democracy. It is almost the same for all ranks from private to commanding general—so much so, in fact, that it is often difficult to recognize a man's place in the service at first glance. But a closer view will tell the whole story to any experienced observer.

"Insignia" is the term used to include all the badges, buttons, braids, hat cords, and other devices which indicate these three things:

1. The rank of each officer or soldier.
2. His branch of the service or his special duties.
3. His personal experience or record.

An ordinary private's uniform carries no insignia of rank. When a man becomes a first-class private, however, in the Engineer Corps, Hospital Corps, Ordnance Department, Quartermaster Corps, or Signal Corps, he is entitled to wear on the sleeves of his coat and shirt the design of the department to which he belongs.

A lance corporal wears on his sleeve an inverted V-shaped bar. A corporal has two bars and a sergeant three bars. Below the

sergeant's three V-shaped (inverted) bars may appear a number of additional marks, indicating his duties. For example, a first sergeant has a diamond-shaped mark; the stable sergeant has a device representing a horse's head; the color sergeant has a star; the battalion quartermaster sergeant has three horizontal bars; the chief trumpeter has one bar and a device representing a bugle; and so on. All the cloth designs, such as those just described, which are sewn on the sleeves, are known as "chevrons."

INSIGNIA OF RANK.

Above the noncommissioned officers, rank is shown by various insignia on the shoulder loops of coats, on the sleeves of coats and overcoats, on the collars of shirts, and by hat cords. The most important are those made of metal and sewn on shoulder loops and shirt collars. A major general has two silver stars; a brigadier general, one silver star; a colonel, a silver eagle; a lieutenant colonel, a silver oak leaf; a major, a gold oak leaf; a captain, two silver bars; and a first lieutenant, one silver bar. A second lieutenant has no shoulder insignia. You can readily tell the rank of any officer by glancing at these metal insignia.

It is often quite necessary, however, to recognize that some one at a little distance is a commissioned officer in order that you may treat him with the courtesy due to all officers; in this case you look for the marks indicating that a man holds a commission without waiting to observe his exact rank. Until recently commissioned officers customarily wore leather leggings, while all enlisted men wore canvas leggings. However, leather leggings may now be worn by mounted men. The hat cord is another mark of rank which is easily observed; the hat cords of generals are gold; those of other officers are of gold and black. Another mark of an officer is a band of brown braid about 3 inches from the end of the coat sleeve. Officers of the General Staff Corps wear black braid instead of brown. On overcoats the braid is sewn on in loops, except that of general officers, who wear two black bands of braid.

Every branch of the service has its special color, which appears on the hat cords of enlisted men, on the chevrons of noncommissioned officers, and in many other places. These colors are:

Infantry, light blue.

Cavalry, yellow.

Artillery, scarlet.

Adjutant general's, inspector general's, and judge advocate general's departments, dark blue.

Engineer Corps, scarlet intertwined with white.

Signal Corps, orange intertwined with white.

Medical Department, maroon.

Quartermaster Corps, buff.

Ordnance Department, black intertwined with scarlet.

By remembering these colors you will often be able easily to recognize men and troops. In addition to these colors, every branch of the service has its own device, with all of which you will soon become familiar.

REGIMENTAL INSIGNIA.

The number of the regiment to which each man belongs is on the collar of his coat. All regimental numbers will run in three different series, showing whether each regiment was originally a part of the Regular Army, of the National Guard, or of the new National Army. The numbers of regiments formerly of the Regular Army will begin with the figure 1 and run up to the figure 100; those of regiments formerly in the National Guard will begin with figure 101 and run up to 300; those of regiments in the new National Army will begin with figure 301. The former National Guard regiments will show also their former State designations, as, for example, (1st Me.), (2d Pa.), etc. The device of regiments of the new National Army in the same way will show the State from which each organization, or the bulk of it, was drawn, as, for example, (W. Va.), (Minn.), etc. Thus you will easily be able to recognize not only the man's regiment but also the section of the country from which he comes and how he got into the service.

Your insignia should have—and will have—a big and deep meaning for you. You will come to respect them and to wish to honor them. You will find that they are more to you than pieces of cord and cloth and metal. Behind you are the heroic deeds of thousands of men who performed duties similar to those you now perform. Your insignia stands for the bravery, the skill, and the self-sacrifice which your rank and your branch of the service demand.

LESSON NO. 19.

THE ARMY SYSTEM OF TRAINING.

The average American who has a job assigned to him wants to do it well. He doesn't care to dawdle over the job and make a mess of it. Nor does he care to make it a halfway success. He is determined to make it a full and complete success in the shortest possible time.

It is assumed that you are starting your Army training in this American spirit. Since you are undertaking the job of becoming a citizen soldier, you intend to be a good one. You don't want to waste any time in the process.

More than that, if you are ambitious and possess fair ability, there is no reason why you should always remain a private soldier. It is right that you should want to advance, just as you want to advance in civil life. The Army is anxious to have you advance just as soon as you are ready.

You will not, of course, become a corporal or sergeant or win higher promotion until after you have thoroughly mastered the duties of a private. Nor will all the men who would like to win advancement easily obtain it. There is only one way to get ahead in the Army, and that is to follow conscientiously to the end the regular system of training laid out for everybody.

Your training will be practically the same as that through which your officers have advanced in the early stages of military training. Every man in the Army must go through it.

DRILL FORMATIONS.

First, you will be instructed in the Infantry drill, as set forth in the Infantry Drill Regulations. This is the foundation of all your training. It is divided into close-order drill and extended-order drill.

“Close order” is defined in the Regulations as “the formation in which the units, in double rank, are arranged in line or in column with normal intervals and distances.” Extended order, on the other hand, is “the formation in which the units are separated by intervals greater than in close order.” These technical definitions are clear enough to those who are already familiar with military terms, but probably require some explanation for most of the men who are reading this course.

The diagrams below show at a glance what is meant. Figure 1 represents a small body of men in double rank arranged in close order.



FIGURE 1.

The space between men standing side by side in rank is called the “interval.” In the American Army the standard interval is 4 inches, measured from the elbow of one man to the elbow of the man next to him. This gives room enough for free movement and the proper handling of arms and equipment during drill. The space between a man in the front rank, and a man directly behind him in the rear rank is called “distance.” The standard distance is 40 inches, measured from the back of the man in front to the breast of the man in the rear. In practice intervals and distances are, of course, not measured exactly. A well-trained soldier, however, soon learns to gauge them with sufficient accuracy and almost unconsciously keeps himself properly placed in relation to the men about him. It is essential that every man should learn to do this in order to maintain a reasonable degree of uniformity.

FIGHTING FORMATIONS.

Figure 2 represents a body of men in double rank arranged in column. The same intervals and distances are observed as in the line formation.



FIGURE 2.

An extended-order formation is represented below.

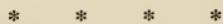


FIGURE 3.

However, this is only one of an infinite number of extended-order formations. Intervals and distances may be irregular. This is the

formation used for skirmishing and at other times when it may be desirable to have each man control his own movements without attempting to conform exactly to the movements of the other men.

During drill in close order you will retain "the position of the soldier." In extended-order drill you will usually, though not necessarily, be allowed to take the positions that are most comfortable.

You should get in mind at the very beginning these distinctions between close order and extended order. By understanding them you will see more clearly what is required of you and how you can get most benefit out of your training.

LESSON NO 20.

CLOSE-ORDER DRILL.

Close-order formations are seldom used in actual fighting; nevertheless they should be thoroughly mastered. They have been worked out during centuries of experience as the best means of training men in soldierly habits of thought and action. They teach precision, teamwork, and that prompt and unhesitating obedience which is so necessary to military control. The fact that you and your comrades are thoroughly drilled will be your best protection in the hour of battle. It will give every man confidence in himself and in his comrades and will insure steadfastness in the face of the enemy.

However, close-order drill will not yield these results—it will be worse than useless—unless it is learned thoroughly and practiced with snap and precision. You must drill, drill, drill. It is one of the most essential steps in your training. Enter these drills with enthusiasm. Try to make a distinct improvement every day.

GRADES OF CLOSE-ORDER DRILL.

There are four sections or grades of close-order drill, which are called school of the soldier, school of the squad, school of the company, school of the battalion. The word "school" as here used, means a fixed method of training.

First of all, you will get the training included under the "school of the soldier." This training is in turn divided into two parts: Instruction without arms and the Manual of Arms.

The very first thing you will learn is the position of the soldier, which has already been explained in lesson 4, then you will be shown, among other things, how to face to the right or left or about in a soldierly manner, how to salute properly and how to march.

The Manual of Arms takes you a step further. It teaches you how to handle your rifle properly. It does not, however, include practice in firing or in bayonet combat.

In the school of the squad you will execute all the movements learned in the school of the soldier; in addition you will learn to keep your correct place in ranks, to stack and take arms, and to march as a squad. The school of the squad includes also some practice in extended-order drill.

The school of the company carries you still further in your training. In the close-order drill you will be taught to march in line

and in column and to execute a number of simple but very important movements. Most of these movements are by squads; that is to say, they simply apply to a number of squads working together, the same commands and movements already learned in the school of the squad.

SCHOOL OF THE BATTALION.

The school of the battalion in turn applies on a somewhat larger scale the movements you have learned in the school of the company. The commands of the major will be repeated to you by your own captain, or through him by your platoon commander.

The battalion is the largest unit in which an officer can make his commands heard and clearly understood by all the men; hence, it is the largest unit in which there is instruction in close-order drill. Regiments, brigades, and larger units are controlled through orders given to commanding officers which they carry out by issuing other commands or orders to the officers or men immediately under their control.

A very important thing for you to remember is that this progressive training in the close-order drill is all based upon some very simple movements which you will learn in the school of the soldier and the school of the squad. If you get these basic movements right so that you can perform them exactly and promptly—and you ought to be able to learn this in a very short time—you need have no fear of the complicated movements of the school of the company and the school of the battalion. In reality, these movements merely look more complicated, because they are carried out by larger bodies of men.

It can not be too strongly impressed on you that the closest attention to your training during the first few days will make your whole period of service much easier and more satisfactory. Don't lose your grasp on this thought. It is of the first importance. Put it into practice and it will help you to get ahead.

LESSON NO. 21.

EXTENDED-ORDER DRILL.

Extended-order drill will give your squad its first lesson in the methods of advancing against enemy lines actually used in present-day warfare. You will first be shown how to deploy as skirmishers. Moving at a run you and the other men will place yourself in one rank, the interval between men being about 15 inches, instead of 4 inches as in close-order drill. This is the simplest form of deployment, which may be roughly defined as spreading out a body of troops in thin open lines so that they may more easily advance even in the face of enemy fire.

This means that you become to a greater extent an independent unit. When pushing forward in skirmish lines you must rely in part on your own initiative and judgment.

The next step in extended-order drill is to practice kneeling, lying down, and advancing at a run. In the meantime, you will be getting

practice also in rifle loading, and a little later will begin to carry your rifle when advancing as a skirmisher and to practice loading, aiming, and firing from the skirmish line.

USE OF COVER.

One of the most important features of this part of your training will consist of learning to conceal yourself from the view of the enemy by taking advantage of hillocks, trees, heaps of earth, rocks, gullies, ditches, doorways, windows, or any other cover that may be at hand. Your object is to reach the enemy. The more skillful you are in the use of cover the smaller the chances of your being disabled during the attack.

But you are not to remain too long in one place, no matter how well you may be concealed. Your value as a soldier depends on your ability to advance from cover to cover, always selecting before you leave one place the position you are going to occupy. Learn that "a man running rapidly toward an enemy furnishes a poor target." Remember also that a man lying flat on the ground is not easily observed from the enemy's lines.

This principle applies also if you are ever fired upon while scouting or acting independently; drop to the ground and seek cover, and then try to locate the enemy.

These are some of the main points to keep in mind; many others will come up during your training. Gradually you will become highly skilled in this form of attack. Not only will your skill increase but also your confidence. You will learn in time that troops standing on the defensive behind entrenchments seldom fire upon an advancing enemy with steadiness and accuracy. The greater determination and energy you and your comrades show in the advance, the smaller will be the chances of your suffering severely from the enemy's fire.

The advance of a company in extended order is directed by commands transmitted to the individual soldiers chiefly by the use of signals, since the noise of the firing makes it impracticable to use the voice effectively.

PRACTICE FIGHTING.

The problem of each individual soldier is to obey the commands and at the same time to use his own judgment and skill in taking advantage of cover as he advances. It is especially important that you should obey at once any directions that may be given to you as to resetting the sights on your rifle and that the rapidity of your firing should be controlled by the orders of your captain.

Going a step beyond the extended order drill your company and regiment will take part in field and combat exercises, in which conditions and movements of actual warfare are reproduced as closely as possible. Here you will put into practice everything learned during your previous drilling. You will practice correct methods of attacking and of defending yourself both with the rifle and bayonet and with other weapons now in use. Don't fail to enter into the spirit of these exercises with as much enthusiasm and intensity as if you were on the actual battle field. Use your imagination. See the enemy

in front of you and act precisely as you would act if the enemy were real. Only in this way can you get the full benefit of these exercises.

Don't fail to keep in mind also that you are a member of a big team and that every member plays an important part in contributing to the success of the team.

The one requisite necessary to win the battle is intelligent teamwork. The Army is handled just like a football team. A part is on the first line facing the enemy. Another part, like the half backs, is held back as supports. Another part, like the full backs, is held as a reserve. Each unit, like each player, has a certain duty to perform. When the signal is given, all work together—all play the game—teamwork. (Manual for Noncommissioned Officers and Privates, p. 149.)

LESSON NO. 22.

GUARD DUTY.

In addition to drilling and fighting as a member of a squad, company, regiment, or other "team" of the Army, you will have certain important duties as an individual soldier. These duties call for a higher grade of intelligence and self-reliance and throw on you greater personal responsibility.

This is not something to be dreaded or avoided. As you develop the soldierly qualities you will jump at every chance to take responsibility and to distinguish yourself by the courage and good judgment with which you act.

Probably your simplest individual duty will be that of an interior guard. "Interior guards are used in camp or police regulations." (Manual of Interior Guard Duty, par. 3.)

In the training camp your company will be required at times to perform guard duty. This means that one or more of your commissioned or noncommissioned officers and a number of privates will be detailed for this duty. Customarily a detail of this kind continues for 24 hours, from noon of one day to noon of the next; each private takes his turn at standing guard.

PERSONAL RESPONSIBILITY.

Guard duty is especially recommended as "of value in discipline and training, because of the direct individual responsibility which is imposed and required to be discharged in a definite and precise manner." (Manual of Interior Guard Duty, par. 8.) Your duties as a sentinel are best expressed in the general orders which every sentinel is required to repeat whenever called upon to do so. Memorize these general orders now and never permit yourself to forget them. Think them over and you will see that they are clear and exact. They are meant to be strictly obeyed.

My general orders are:

1. To take charge of this post and all Government property in view.
2. To walk my post in a military manner, keeping always on the alert and observing everything that takes place within sight or hearing.
3. To report all violations of orders I am instructed to enforce.

4. To report all calls from posts more distant from the guardhouse than my own.
5. To quit my post only when properly relieved.
6. To receive, obey, and pass on to the sentinel who relieves me all orders from the commanding officer, officer of the day, and officers and noncommissioned officers of the guard only.
7. To talk to no one except in line of duty.
8. In case of fire or disorder to give the alarm.
9. To allow no one to commit a nuisance on or near my post.
10. In any case not covered by instructions to call the corporal of the guard.
11. To salute all officers and all colors and standards not cased.
12. To be especially watchful at night, and, during the time for challenging, to challenge all persons on or near my post, and to allow no one to pass without proper authority.

Even though a sentinel be only a private soldier, he is in a position of real dignity and authority. He represents the commanding officer. He must be respected and the orders he gives as a sentinel must be strictly obeyed, not only by other soldiers but by officers, whatever their rank.

During the night the sentinel will challenge any person or party who comes near his post, calling out sharply "Halt. Who is there?" The person challenged, or one of the party, if there are several persons, may be permitted to approach for the purpose of giving the countersign or of being recognized. In case of doubt it is a sentinel's duty to prevent anyone from passing him and to call the corporal of the guard. "A sentinel will never allow himself to be surprised, nor permit two parties to advance on him at the same time."

DUTIES OF ORDERLIES.

Members of the guard may be assigned to duty as orderlies to the commanding officer or to other officers. "For these positions the soldiers will be chosen who are most correct in the performance of duty and in military bearing, neatest in person and clothing, and whose arms and accouterments are in the best condition." It is decidedly a compliment to any soldier to be designated to serve as an orderly.

An orderly usually accompanies the officer wherever he goes, assists or serves him in accordance with directions, carries messages for him, and the like.

Exterior guard duty consists of keeping watch at a distance from the main body of troops. When a camp is within possible striking distance from the enemy, it is necessary to place small parties of men at points where they may observe an approaching enemy, give the alarm, and, if possible, check or stop his advance. These parties are known as outposts.

When a large body of troops is on the march, advance, rear, and flank guards keep watch on the surrounding country. In general, their duties are similar to those of outposts.

SCOUTING.

One of the most responsible duties to which a soldier may be assigned is patrolling or scouting. An Infantry patrol usually con-

sists of from 3 to 16 men. It is sent out for the purpose of obtaining information as to the enemy, his numbers, and the nature of the country over which the patrol travels. It is not usually intended that the patrol should fight, since its prime purpose is to obtain and bring back information. However, it may be forced to fight, if discovered, in order to protect the escape of at least one of its members with a report of the information secured.

Every soldier should be able to find his way in a strange country; should know how to use a compass; should know how to locate the north star; should be able to travel across country, keeping a given direction, both by day and by night, and by observing landmarks he should be able to return to the starting point, whether over the same route or by a more circuitous one. This can easily be learned by a little practice. It adds a great deal to the value of a soldier if he knows how to use a map to find his way. If he knows how to make a rough sketch of the country, he has added to his value as a soldier very much indeed. (Manual for Noncommissioned Officers and Privates, p. 161.)

Of course, these remarks on guard duty can give you only a general idea of its nature and of your own responsibility. But enough has been said to indicate that any man has much to learn before he can be called a first-class soldier. You will find your months of training slipping by rapidly, especially as you become more and more interested in mastering the varied phases of your new occupation.

LESSON NO. 23.

GETTING AHEAD IN THE ARMY.

Since regimental and company officers have full responsibility for the efficiency of their teams, they are given corresponding authority in promoting men from the ranks to positions as noncommissioned officers. For all practical purposes their judgment as to the men under them is regarded as final.

One point as to which you may feel assured is the earnest desire of every officer to give promotion to the men who are best qualified—in other words, to select the men who have cultivated the soldierly qualities and in addition show capacity for further development and for leadership. The officers are fully as much interested in promoting men on the basis of merit as any of the men are interested in securing promotion. For the officers' own burdens are lightened and their success is increased almost in direct proportion to their ability to promote the right men.

CHANCES FOR PROMOTION.

The first rank above private is corporal. The corporal should be a real leader. He is expected to be more familiar with the various manuals and regulations and with the duties of the men in the squad than are the men themselves. He is expected also to use his influence strongly toward building up soldierly qualities among these men.

Among the qualifications which all noncommissioned officers should possess, the following have been selected by one military writer as being of the first importance:

1. Proficiency as guides in close-order drills, and particularly as column leaders in route marching.

2. Aggressive leadership, especially in drilling, marching, and fighting.
3. Ability to act as instructors.
4. Thorough knowledge of the elements of field service.
5. Thorough knowledge of interior guard duty.
6. Skill in range finding and in estimating distances, so as to assist men in firing accurately.
7. Proficiency in leading patrols.
8. Ability to prepare written messages that are clear, complete, and concise.
9. Ability to sketch and read maps.

This list will suggest some of the lines along which you should work whenever you have the chance. Many of the noncommissioned officers in the National Army will be chosen, not only because of the knowledge or skill they already possess, but also because they show capacity for further development and for leadership.

DEVELOPING SOLDIERLY QUALITIES.

This question of winning promotion all comes back to the question of making yourself a thorough soldier, of demonstrating that you possess loyalty, disciplined obedience, physical fitness, intelligence, cleanliness, cheerfulness, spirit, tenacity, and self-reliance—the nine qualities of a soldier.

The National Army must fit itself for effective service at the front in the shortest possible time. To accomplish this result it must produce out of his own ranks men who are fitted for promotion first to places as noncommissioned officers, either in the first contingent or more probably in later contingents.

This need is your opportunity. It is an opportunity not merely for personal advancement—which in time of war is a small thing to work for—but more than that, an opportunity to render to your country the most effective service of which you are capable. Strive to fit yourself for the duties and responsibilities of leadership. Make yourself count to the utmost in the victorious defense of American rights and principles to which the National Army will devote itself.

LESSON NO. 24.

ARMY COURTESY.

You are careful to observe the ordinary courtesies in your civilian life. You would soon make yourself offensive to all your friends if you were in the habit of passing them with a cold stare or a discourteous nod.

These customary rules of good breeding apply in a slightly different form in the Army. There is the same reason for them in the Army as in civil life. Courtesy helps to make the great Army machine run more smoothly. It is the outward sign that the right relations exist among officers and men.

These right relations should be given expression both within the military camp and outside. "Courtesy among military men is indis-

pensable to discipline; respect to superiors will not be confined to obedience on duty, but will be extended on all occasions." (Army Regulations, par. 4.) The obligation to show proper courtesy is binding upon officers just as well as upon men. The commanding general of the Army is required to be courteous to you, just as you are required to be courteous to him.

IMPORTANCE OF CORRECT FORMS.

Courtesy among military men is shown by speaking and acting in a respectful manner. It is shown also by using the correct form of recognition. This correct form when meeting or addressing commissioned officers is known as the military salute.

In the old days the free men of Europe were all allowed to carry weapons, and when they met each would hold up his right hand to show that he had no weapon in it and that they met as friends. Slaves or serfs, however, were not allowed to carry weapons, and slunk past the free men without making any sign. In this way the salute came to be the symbol or sign by which soldiers (free men) might recognize each other. The lower classes began to imitate the soldiers in this respect, although in a clumsy, apologetic way, and thence crept into civil life the custom of raising the hand or nodding as one passed an acquaintance. The soldiers, however, kept their individual salute, and purposely made it intricate and difficult to learn in order that it could be acquired only by the constant training all real soldiers received.

To this day armies have preserved their salute, and when correctly done it is at once recognized and never mistaken for that of the civilian. All soldiers should be careful to execute the salute exactly as prescribed. The civilian or the imitation soldier who tries to imitate the military salute invariably makes some mistake, which shows that he is not a real soldier; he gives it in an apologetic manner, he fails to stand or march at attention, his coat is unbuttoned or hat on awry, or he fails to look the person saluted in the eye. There is a wide difference in the method of rendering and meaning between the civilian salute as used by friends in passing, or by servants to their employers, and the military salute, the symbol and sign of the military profession. (Manual for Noncommissioned Officers and Privates, sec. 6.)

PROPER WAY TO SALUTE.

In order to give the salute properly when you are without arms, first assume the position of a soldier (as described in a preceding lesson), or if you are walking carry yourself at attention. Look the officer you are to salute straight in the eye. When he is a few paces away from you "raise the right hand smartly till the tip of the forefinger touches the lower part of the head dress or forehead above the right eye, thumb and fingers extended and joined, palm to the left, forearm inclined at about 45° , hand and wrist straight. Continue to look the officer you are saluting straight in the eye and keep your hand in the position of salute until the officer acknowledges the salute or until he has passed. Then drop the hand smartly to the side. The salute is given with the right hand only." (Manual for

Noncommissioned Officers and Privates, sec. 6.) It will be well for you to practice this movement before the looking-glass and be prepared to execute it properly as soon as you get into uniform. It is one of the things that will help to mark you in the early days in camp as possessing the bearing of a good soldier. When you get an opportunity, watch closely to see how Regular Army men salute. Note that your hat should be on straight, coat completely buttoned up, and hands out of the pockets.

You will learn the rifle salute after you have reached the training camp. In general, it is used whenever you are carrying a rifle, except when on guard duty, in which case you ordinarily present arms instead of saluting.

The exact conditions under which the salutes are given need not be repeated in detail here. It is enough for the present to learn you are to salute all commissioned officers (not merely those of your own company or regiment or those with whom you are acquainted), except when you are in a military formation or when you are at drill, work, games, or mess. When in formation you do not salute or come to the position of attention unless an officer speaks to you.

OTHER ARMY COURTESIES.

Never forget that it is not only required of you as a duty, but is also your right and privilege, to salute all commissioned officers and to have your courtesy returned. This statement assumes, of course, that you are in good standing as a soldier. A military prisoner is not permitted to salute.

It is the custom of the Army in speaking to an officer to stand at attention and use the word "sir." In all official conversation refer to other soldiers by their titles—for example, "Sergeant Smith" or "Private Brown," not merely "Smith" or "Brown."

When an officer enters a room where there are several enlisted men the word "attention" is given by some one who perceives him, when all rise, uncover, and remain standing at attention until the officer leaves the room or directs otherwise. Enlisted men at meals stop eating and remain seated at attention. (Infantry Drill Regulations, par. 759.)

Salutes are not exchanged among noncommissioned officers and enlisted men. However, this does not mean that you are not to treat them with respect and courtesy. In a general way, show them the same consideration that you would show to men in corresponding positions in civil life.

LESSON NO. 25.

DISCIPLINE AND RESPECT FOR THE COLORS.

All persons in the military service are required to obey strictly and to execute promptly the lawful orders of their superiors. (Army Regulations, par. 1.)

Discipline is not merely an obligation imposed upon you; it is a protection to you. Your superiors, from the commanding general

down, are just as much bound to respect the regulations of the Army as you are; this includes respect for the rights of every soldier.

Military authority will be exercised with firmness, kindness, and justice. While maintaining discipline and the thorough and prompt performance of military duty, all officers, in dealing with enlisted men, will bear in mind the absolute necessity of so treating them as to preserve their self-respect. Officers will keep in as close touch as possible with the men under their command and will strive to build up such relations of confidence and sympathy as will insure the free approach of their men to them for counsel and assistance. This relationship may be gained and maintained without relaxation of the bonds of discipline and with great benefit to the service as a whole. (Army Regulations, pars. 2 and 3.)

NECESSARY RULE OF ARMY LIFE.

Discipline is the necessary rule of life in the Army and is not in the least inconsistent with your own pride and self-respect as a citizen and a soldier.

The person whom you obey may be an officer, a noncommissioned officer, or even another private who has been given authority to command you. Whether you like him or not "you must respect his position and authority, and reflect honor and credit on yourself and your profession by yielding to all superiors that complete and unhesitating obedience which is the pleasure as well as the duty of every true soldier." (Manual of Noncommissioned Officers and Privates, p. 2.)

Remember also that there are certain restrictions upon the relations of officers and men which are a necessary part of Army discipline. An officer, even though in private life he may be your warm friend and associate, is expected not to mingle with you or other men in the ranks on terms of familiarity. This is a rule that is often far from agreeable to the officer; but he has no more power to change it than you have. The reason is clear. An officer can not mingle with the men under him on familiar terms without becoming better acquainted and more friendly with some than with others. He immediately lays himself open to the suspicion of favoritism—a suspicion which tends strongly to undermine respect and authority.

Argument has no place in the Army. Even favorable comment on the conduct or orders of superior officers is entirely out of place. The duty of officers and men alike is to obey promptly. However, intelligent suggestions properly made are always welcome.

The discipline of the Army is just and impersonal. You will be treated with fairness. Your rights will be respected. On your part you must respect the rights and authority conferred upon others.

As you advance in the service, you will be required to exact strict obedience from others. If you become a commissioned officer it will be your duty to maintain such relations with the men under you that you can always treat them with absolute and impersonal justice.

SALUTING THE COLORS.

The American flag carried by a regiment is known as the "colors." It is the symbol of the Nation and is treated always with the deepest respect. Another flag is carried which is the symbol of the regiment and is known as the "regimental colors." It is protected with a devotion second only to that felt for the national flag itself.

Thousands of brave men in previous wars have given up their lives to save the colors of their country and their regiment from the enemy's hands. As war is now conducted, it is no longer practicable, as a rule, to carry them into battle and fight under their folds. But they remain the chief visible signs of the objects for which every soldier is willing to sacrifice himself. It is no wonder that the colors are prized and guarded with devoted care.

Ordinarily the colors when not in use are kept in the office of the colonel or in front of his tent. During the day when the weather permits they are displayed unfurled. At night and during rainy weather they are "cased," which means that they are furled and protected by an oilcloth covering.

Officers and men passing an uncased color always honor it by saluting. The manner of salute is the same as that previously described. The same rules of respect are observed by men not in formation when the uncased colors are carried by.

The colors are escorted in parades or on the march in campaigns by a color guard, consisting of two sergeants who are the color bearers and two experienced privates selected by the colonel. The regimental color is always on the left of the national color.

THE NATIONAL ANTHEM.

Similar rules of respect apply whenever the Star-Spangled Banner is played. Officers and enlisted men not in formation stand at attention, facing toward the music (except at "retreat," when they face toward the flag). They salute at the first note of the anthem, retaining the position of salute until the last note.

Every citizen of the United States, whether a civilian or a soldier, should give expression of his loyalty and devotion to his country by showing proper marks of respect for the colors and for the national anthem. When in civilian clothes, wearing a hat or cap, the correct thing to do is to remove it and hold it in the right hand opposite the left shoulder while passing an uncased color or during the playing of the national anthem. If uncovered, stand at attention.

The common habit of rising slowly, standing in a slouching attitude, and sometimes even carrying on conversation, when the national anthem is played, is an indication of gross ignorance or ill breeding. On the other hand, the man who stands silent and at attention is not only showing proper respect and setting an example which will have its effect on others, but is also cultivating in himself the feelings of pride and of patriotism which should belong to every citizen of the country.

It goes without saying that disrespect to the American flag can not be tolerated. If any such instances come to your attention, you should report them at once to the proper authorities in order that they may be dealt with in accordance with the law.

LESSON NO. 26.

SOME NATIONAL TRADITIONS.

This course should include a backward glance over the military history of the United States. It is worth while for the soldier to

recall why and how the men before us fought for American principles and rights. You are representing to-day the same ideals and fighting for many of the same things they fought for in 1776, 1798, 1812, 1846, 1861, and 1898.

In 1776 our forefathers refused any longer to submit to the demands of a tyrannical government and declared themselves independent. The farmers and shopkeepers and mechanics and fishermen who rushed to arms at the beginning of the Revolution did not at first realize they were forming a new Nation. But before long they saw clearly that in order to enjoy liberty they must shake off the rule of the autocratic government which had its seat in London.

OUR FIRST WAR.

In their attitude they had the sympathy of a great many Englishmen who were broad enough to see that the American colonists were really fighting for the rights of all free peoples. In the British Parliament Pitt and Burke and other great Englishmen openly defended the American patriots. "If I were an American as I am an Englishman," said one of the great parliamentary leaders, "while a foreign troop remained in my country I would never lay down my arms." It was not the English people who were seeking to suppress liberty in America, but a small body of court politicians—an autocratic government—which misrepresented the people.

The Americans of that day on their part did not hesitate to take up arms for their rights, even though they came into conflict with the seasoned troops of a great power, even though they had to meet invasion and partial conquest of their own country. Nor did they long hesitate to break completely away from the motherland which many of them still loved.

In 1798 we found ourselves in a state of war with the French Government. This is not usually thought of as an American war, since there was no fighting, except for a few encounters on the high seas. There was no declaration of war, and it was all settled within a few months. Yet the fact is that a state of war actually existed. Here again we had no quarrel with the French people, whom we admired and loved for the help they had given us during the Revolution. We were really at war with a little group known as the Directory, who had seized the Government of France and misrepresented its people.

In the War of 1812 with Great Britain the principal question at issue concerned the freedom of American ships and the rights of American sailors on the high seas. For the most part the American Army was poorly trained and equipped and had little success. It redeemed itself, however, at the Battle of New Orleans, where Andrew Jackson led the western militia to a well-earned victory. The British Government tacitly recognized the soundness of the principle for which the Americans fought.

THE MEXICAN WAR.

America's next war was with Mexico. The Mexicans had not been very careful of American rights, either in Mexico itself or along the

frontier, and the disagreement as to the ownership of a certain large strip of land along the Rio Grande easily led to hostilities. In the war that followed the armies of Scott and Taylor won victory after victory against overwhelming odds, and eventually Mexico sued for peace. One result of the war was to establish more definitely the right of an American citizen abroad to a reasonable amount of protection and support.

Less than a generation later came the great Civil War. Never was the fighting spirit of the citizen-soldier better shown than in this unhappy and bitter struggle, when Americans were pitted against Americans. Both sides were fighting for principles of government, the North for the principle of union, the South for the principle of the right of States to secede from that Union. To-day, with the war a half century behind them, there are probably few Americans, either North or South, who do not rejoice in their hearts that the principle of union was upheld and that we are able to-day to meet our new foe as a united Nation.

We entered the Spanish War to put an end to misrule in Cuba. Again our quarrel was not with the Spanish people, but with the Government, which was creating conditions in Cuba that we could not endure with self-respect. Admiral Cervera and his men, who had shown themselves brave foes, were received in this country after their defeat and capture as guests rather than as prisoners. Their treatment was striking evidence of our real feeling toward the Spanish people. We fought for the principle that on the American continents governmental tyranny and cruelty must not be permitted to continue, and that principle was established.

FIGHTING FOR PRINCIPLES.

The Americans are peculiarly a peace-loving people. They have no taste for warfare and no lust for territory or power. Yet within less than 150 years we have entered six important wars, the last and perhaps the greatest of which is the one just beginning against the German Government. Why has all this warfare been necessary?

The answer is to be found in the simple fact that there are certain American rights and principles that must be upheld if the United States is to remain a free and self-respecting Nation. These rights have never been attacked—and probably never will be attacked—by other free and democratic peoples. But the world is not yet rid of governments in the hands of small groups who betray their own people and drive them forward in ruthless assaults on the freedom and rights of other peoples. It is a government of this type that now menaces all liberty-loving nations throughout the world and savagely attacks American rights.

In all our previous wars against foreign powers the American people have fought for principles, not for wealth or power, just as they are fighting to-day. They have fought against governments, not against peoples, just as they are fighting to-day. They have fought fearlessly and fairly, just as you and the other American soldiers of this war will fight.

LESSON NO. 27.

THE SPIRIT OF THE SERVICE.

The spirit that dominated the American Armies at Bunker Hill, New Orleans, Buena Vista, Gettysburg, and Santiago will just as surely dominate the National Army on the battle fields of Europe.

This spirit is a compound. It is made up in part of democratic feeling, in part of respect and love for the Nation, and in part of Americanism.

The United States Army has always been and will always remain a democratic Army. Every man in the Army is made to feel that his brains and his individuality count for something. It is not merely a big, soulless machine that moves with mechanical precision. It is a "team." Each man in the team is presumed to be intelligent and self-reliant.

DEMOCRACY IN THE ARMY.

Of course there can be no teamwork without regularity and strict discipline. This is equally true of a football or baseball team. There must also be various ranks and degrees of authority. And sometimes this necessary organization and close regulation creates an impression that the Army is not democratic.

But the fact of the case is that American soldiers accept the reasonable discipline of the Army readily because they have the good sense to realize that these things are necessary. They accept them without losing in the least their real independence as free citizens.

Furthermore, American armies are democratic because the path of promotion is wide open. Any man who has a reasonable amount of ability can practice, can study, can cultivate the qualities of a soldier and a leader, and can work his way up. And this is the real test of a democratic army.

In a special sense the National Army is democratic. A great democracy must always carry on its affairs through chosen representatives. You are doubtless familiar with this principle as it is applied in time of peace. Now it is applied in time of war. Through a process of fair selection the National Army has been picked to represent all parts of the country and all groups of the people. Never has America sent forth an army so truly representative of the Nation.

There are always pessimists in every generation who insist that patriotism is dead or at least decaying. They have not been lacking in recent years. Then comes a crisis such as now confronts us. And always the question of patriotism is answered by a free outpouring of effort, money, and blood on the part of citizens of all types in every section of the country. This is exactly what is now going on—and what will continue to go on with increasing force until the war is brought to a victorious end.

EVERYBODY MUST HELP.

Every citizen of the United States now has or will have certain duties to perform, certain sacrifices to make. The burden does not rest wholly upon you and other men who take up arms. It rests in part also upon the men and women who stay behind. For modern

war on a big scale demands that the whole Nation, in a sense, should go to war. The tasks required of some may be harder than the tasks required of others, but all of them are necessary in order to make sure of the result.

Many manufacturers and workers—often women as well as men—must give up their own work and plans in order to produce war supplies. Those who remain where they now are—because they are engaged in some occupation just as necessary in war as in peace, such as farming, mining, running railroads, and the like—must go at their work with redoubled energy and without expecting profits for themselves: it would be a great mistake if everyone were taken away from these necessary lines of effort in order to join the colors as a soldier. All must carry a heavy burden of taxation.

Certain men—among whom you are one—have been or will be chosen as representatives of the Nation to defend our rights and safety on the battlefield. You and your fellow soldiers are selected from the young men of the country who are best fitted for military service.

This process of organizing the whole Nation for war can not, of course, be completed in a day. But it is steadily going on. It will necessarily go on until the end of the war. You will have back of you and supporting you the whole country—all its people and all its wealth. Congress spoke the will of the Nation in the declaration of war: “To bring the conflict to a successful termination all the resources of the country are hereby pledged.”

THE POST OF HIGHEST HONOR.

The patriotic spirit which moves the whole country will find its highest expression in its soldiers—the men who are assigned to the post of danger and of honor. They will go all the more willingly since they know that behind them the whole Nation is organizing for the national service. Their spirit will be one of patriotic devotion fully as intense as that of American armies in previous wars.

The spirit of democracy and of patriotism is to be found also in the armies of other nations fighting against German aggression. In addition the National Army will have its own spirit of Americanism. It will have American enthusiasm, good humor, fairness even to the enemy, and self-confidence. It will go at its work not half-heartedly but with a vim. If there are temporary setbacks it will accept them and keep on “plugging.” These are some of the American traditions that will enter into the spirit of the National Army.

Fighting in that spirit and with the full strength of the country to back it up, the United States Army can not fail to achieve its objects. “Once more we shall make good with our lives and fortunes the great faith to which we were born, and a new glory shall shine in the face of our people.”

LESSON NO. 28.

WHY WE FIGHT.

Every American knows the causes of our war with the German Government. Yet this course would be incomplete if it did not contain a brief review of the events that finally forced us into war, when at last there remained “no other means of defending our rights.”

The soldier of an autocratic kaiser may fight best when he understands least of the true meaning of the war. To tell him the facts would be to chill his enthusiasm. But the citizen soldier of a democracy is entitled to know for what purposes he enters the struggle. He fights best when he sees most clearly why he fights.

The resolution of Congress declaring a state of war (Apr. 6, 1917) expresses the immediate cause in these few words:

The Imperial German Government has committed repeated acts of war against the Government and the people of the United States of America.

Chief among the acts of war were attacks by German submarines on American ships and on unarmed merchant ships of other nations carrying American passengers. "Vessels of every kind," said the President in his address to Congress on April 2, 1917, "whatever their flag, their character, their cargo, their destination, their errand, have been ruthlessly sent to the bottom without warning and without thought of help or mercy for those on board, the vessels of friendly neutrals along with those of belligerents. Even hospital ships and ships carrying relief to the sorely bereaved and stricken people of Belgium, though the latter were provided with safe conduct through the prescribed areas by the German Government itself and were distinguished by unmistakable marks of identity, have been sunk with the same reckless lack of compassion or of principle * * *. The present German submarine warfare against commerce is a warfare against mankind."

GERMAN INSULTS AND AGGRESSIONS.

There were other acts of hostility in addition to the submarine warfare. In his Flag Day address, delivered at Washington on June 14, 1917, the President summed up the events that brought on war, as follows:

It is plain enough how we were forced into the war. The extraordinary insults and aggressions of the Imperial German Government left us no self-respecting choice but to take up arms in defense of our rights as a free people and of our honor as a sovereign Government. The military masters of Germany denied us the right to be neutral. They filled our unsuspecting communities with vicious spies and conspirators and sought to corrupt the opinion of our people in their own behalf. When they found that they could not do that their agents diligently spread sedition amongst us and sought to draw our own citizens from their allegiance—and some of those agents were men connected with the official embassy of the German Government itself here in our Capital. They sought by violence to destroy our industries and arrest our commerce. They tried to incite Mexico to take up arms against us and to draw Japan into a hostile alliance with her—and that not by indirection but by suggestion from the foreign office in Berlin. They impudently denied us the use of the high seas and repeatedly executed their threat that they would send to their death any of our people who ventured to approach the coasts of Europe.

OUR LIBERTY AND SAFETY INVOLVED.

Yet even this list of "extraordinary insults and aggressions" does not tell the whole story. Our motives for war go even deeper. Not only our rights and self-respect, but our liberty and safety, are involved. Speaking on July 29, 1917, at the officers' training camp at Madison Barracks, N. Y., the Secretary of State said:

The evil character of the German Government is laid bare before the world. We know now that that Government is inspired with ambitions which menace

human liberty, and that to gain its end it does not hesitate to break faith, to violate the most sacred rights, or to perpetrate intolerable acts of inhumanity. * * * Let us understand once for all that this is no war to establish an abstract principle of right. It is a war in which the future of the United States is at stake.

The record out of which grows our deep conviction that it is necessary at once to put a curb on so powerful and unscrupulous an enemy is set forth in a publication officially issued by the Committee on Public Information, "How the war came to America."

Judging the German Government now in the light of our honest attempt to keep the peace, we could see the great autocracy and read her record through the war. And we found that record damnable. * * * With a fanatical faith in the destiny of German *kultur* as the system that must rule the world, the Imperial Government's actions have through years of boasting, double-dealing, and deceit tended toward aggression upon the rights of others; and if there still be any doubt as to which nation began this war, there can be no uncertainty as to which one was most prepared, most exultant at the chance, and ready instantly to march upon other nations—even those who had given no offense. The wholesale depredations and hideous atrocities in Belgium and in Serbia were doubtless part and parcel with the Imperial Government's purpose to terrorize small nations into abject submission for generations to come. But in this autocracy has been blind, for its record in those countries and in Poland and in northern France has given not only to the allies but to liberal peoples throughout the world the conviction that this menace to human liberties must be utterly shorn of its power for harm.

For the evil it has effected has ranged far out of Europe—out upon the open seas, where its submarines in defiance of law and the concepts of humanity have blown up neutral vessels and covered the waves with the dead and the dying, men and women and children alike. Its agents have conspired against the peace of neutral nations everywhere, sowing the seeds of dissension, ceaselessly endeavoring by tortuous methods of deceit, of bribery, false promises, and intimidation, to stir up brother nations one against the other, in order that the liberal world might not be able to unite, in order that the autocracy might emerge from the war.

All this we know from our own experience with the Imperial Government. As they have dealt with Europe, so have they dealt with us and with all mankind. And so out of these years the conviction has grown that until the German Nation is divested of such, democracy can not be safe.

NOT HOSTILE TO GERMAN PEOPLE.

One thought which you should keep always in mind is the clear distinction between our attitude toward the Imperial German Government and our attitude toward the German people. The President said in his speech of June 14, 1917:

We are not the enemies of the German people and they are not our enemies. They did not originate or desire this hideous war or wish that we should be drawn into it; and we are vaguely conscious that we are fighting their cause, as they will some day see it, as well as our own. They are themselves in the grip of the same sinister power that has now at last stretched its ugly talons out and drawn blood from us.

Every American soldier in this war fights for objects dearer to all of us than life itself—for freedom and democracy, for the safety of our own homes and families, for the honor of our country. You will think often of these objects during your period of training and after you actually enter the trenches. The more you think about them, the greater will be your pride that you are one of those first chosen to defend them.

The world must be made safe for democracy.

LESSON NO. 29.

WARFARE IN EUROPE.

In previous sections of this course army life and service have been described without special reference to the changes brought about by the present war. There are important changes, and methods of training and of fighting used in previous wars must, of course, be modified accordingly.

The extent of these changes, however, is often exaggerated. At bottom the qualities that make a good soldier or an efficient army remain the same to-day that they were before the war. The changes that affect the individual soldier have to do chiefly with weapons.

But behind every weapon there is a man. If the weapon is to be used effectively, the man must be well trained, disciplined, cool, and brave. He must have spirit, tenacity, and self-reliance. The big problem now, just as in all other wars, is to develop these qualities—and the other soldierly qualities—to their highest extent. The chief difference probably comes in the fact that self-reliance is a bigger factor than in most previous wars. And in American Armies this quality has always been highly valued and well developed.

This brief lesson can not, of course, enter into a discussion of technical questions which belong in the field of military science. It will simply point out a few of the striking features of direct interest to every man who reaches the front.

CHARACTER OF PRESENT WAR.

This war differs from previous wars chiefly in the enormous increase in the use of artillery. This is due partly to the immense manufacturing resources of the countries at war, which enables them to produce great numbers of guns and great quantities of ammunition. It is due also to the new methods of directing gunfire from airplanes. It is evident that a gun can not be accurately aimed at an object the exact location of which is unknown. The airplane, however, is able to bring back or signal back this information, so that the artillery may now be used with much greater effect. The size of the guns and the force of the explosive shells fired from them have also been largely increased.

Partly as a result of these improvements in artillery, it has been necessary to develop better methods of protection. The protection of troops consists of digging stronger field entrenchments than have been necessary in previous wars. Here we have the main reason for the so-called "trench warfare," which, during the last three years, has largely taken the place of former methods of moving armies about freely until they came into conflict with each other. Digging trenches and throwing up breastworks for protection against the enemy's fire is, of course, not a new thing in warfare. It is being done in Europe, however, on a much bigger scale than ever before. A complicated network of trenches now protects the men on both sides. The spade has become one of the soldier's best weapons of defense.

In seeking protection against heavy artillery fire a very interesting development has taken place. This is the use of various devices for

concealing field guns and troops from the view of enemy airplanes. Sometimes trees are brought up and planted near the object to be hidden. Sometimes the gun or other object has an awning spread over it which is painted to look from above like grass or earth. For the same reason tents may be painted in greens and yellows.

The chief improvement in methods of defending entrenched troops is the increased use of machine guns. Machine guns must be put out of operation by artillery fire or by rifle fire directed against the gunners before infantry can advance directly against them. There has been also a great increase during the present war in the use of barbed wire in front of the trenches as a means of defense. Similar devices have been used in entrenched positions for many years, but never on so large a scale. Through their use it is now known to be possible to defend the front-line positions with smaller bodies of men than were considered necessary during the earlier years of the war, thus considerably reducing the strain on the individual soldier.

DEVELOPMENT OF AIRPLANES.

The chief new instrument of warfare developed during the present war is the airplane. As previously explained, it is used for scouting, directing gunfire, and dropping bombs. The scouting machine is usually equipped with a large camera which takes a series of pictures. When these pictures are developed and compared day by day they give invaluable information as to the exact location of troops, guns, and supplies. The scouting and bombing machines are usually protected by swift fighting machines. Airplanes have also been used at times to descend close to the ground and fire from a machine gun upon bodies of troops.

Another very interesting and promising device is the "tank"—a heavily armored machine so constructed that it can advance under its own power over almost any obstacles, and thus lead an attack on enemy trenches. It is armed with machine guns. Armored motor cars have also been used effectively under some conditions.

In the front line trenches men are often armed not only with rifle and bayonet, but also with bombs which can be thrown by hand or by machine. Some of them are no larger than an ordinary lemon. Many men become extraordinarily expert in throwing these small bombs into enemy trenches. They even become expert in picking up enemy bombs before they explode and throwing them back.

Another weapon of the trenches introduced by the Germans, in spite of international agreements to the contrary, is poisonous gas. This was at first very effective, since no defense against it had been prepared. At the present time, however, each man in or near the front carries a gas mask, which enables him to meet an attack of this kind without serious injury.

WONDERFUL STAFF ORGANIZATIONS.

Back of the lines the organization of the staff branches of the service has been enormously extended. Railroads are constructed up to within a short distance of the front. Transport of supplies and ammunition by motor trucks has been organized on a big scale. The

medical departments have also made notable gains in methods of treating wounded men, with the result that a very large percentage recover. Even in the early months of the war it was announced that of the wounded actually treated in French hospitals 54.5 per cent were returned to duty within a short time; 24.5 per cent were sent home to complete their recovery and later returned to duty; 17 per cent at the time of making the report were still in hospitals, with the probability of complete recovery; 1.5 per cent were unfit for further service; 2.5 per cent had died from the effects of their wounds.

There is probably little basis for the idea that the number of casualties in this war is any greater, in proportion to the number of men engaged, than in previous wars. In the French Army during the last six months of 1916 (which included three big offensives) the total losses in killed, wounded, and prisoners are officially reported to have been only 1.28 per cent of the French forces under arms.

One of the striking features of the war is the proof that has been given of courage and devotion to duty on the part of men of all nations. As soldiers we must honor and strive to emulate the heroic bravery of those who are fighting the battle for democracy and freedom. As soldiers we must recognize also the skill and courage of the enemy, even though they are shown in a bad cause. Nothing is gained by belittling the enemy. It is our place rather to see to it that we develop among ourselves a still higher degree of the intelligence, spirit, tenacity, and self-reliance which alone can win victories.

The war in Europe has brought forth changes and improvements, such as those just described, to which the soldiers of the National Army must quickly adjust themselves; but it has not changed in the least the qualities of body, mind, and heart, which in the long run are always the greatest of all factors in warfare.

LESSON NO. 30.

THE SOLDIER IN BATTLE.

The average civilian, no matter how brave he may be, has little desire to go into battle. Even though he knows very well that the chances of his being killed or severely wounded are comparatively small, yet the thought of placing himself in a post of danger face to face with a well-trained and courageous enemy is more or less terrifying to him.

This state of mind is entirely natural. Every man goes through it. The bravest soldiers of the Civil War and of all wars testify to their dread of entering battle; but this is a feeling that can be conquered even by a man who is physically timid. It is related that a veteran soldier was observed by one of his comrades just before the Battle of Seven Oaks to be white and trembling and was reproached with being scared. "Yes," he replied. "If you were one-half as scared as I am, you'd be making a dash for the rear." Ninety per cent of the men now fighting so dauntlessly in Europe have doubtless passed through a similar experience and hold themselves in the path of duty only through mastery of their physical fears.

GROWTH OF SELF-CONFIDENCE.

As a man's military training progresses his body becomes stronger and therefore better able to stand strain and intense activity. He grows accustomed to the noise of heavy firing. He gets practice in handling his rifle and his bayonet with skill, so that he becomes confident of his ability to defend himself. He learns how to advance over ground apparently swept by bullets without exposing himself to really effective fire. He grows used to the idea of meeting enemies face to face in battle.

All your training as a soldier will work toward putting you into condition to meet the test of battle when the time comes with true American spirit—with the intelligence and courage that make eventual victory certain.

Private soldiers are not required to study tactical problems. These are solved by the higher officers. But every man should thoroughly understand the following elementary principles of combat:

1. The offensive wins.
2. Battles are won by the individual soldier. It is emphatically "up to" him. Splendid leadership and fine equipment are of avail only when each private does his utmost.
3. Victory depends more on nerve and fighting spirit than on the best weapons and armor in the world.

IMPORTANCE OF THE ATTACK.

Defensive action alone never wins victories. The army which succeeds must be ready and anxious to attack. There are many advantages in taking the offensive. The destruction of hostile trenches by heavy bombardment preceding the attack weakens the enemy's spirit and sometimes leads to the surrender of men who are in no condition to withstand assault. The chief advantage, however, is the fact that the attacking side chooses its own time and place to strike, forcing the enemy to readjust his defenses accordingly.

It is always possible in battle for good infantry to "defeat an enemy greatly superior in numbers, but lacking in training, discipline, leadership, and morale." (Infantry Drill Regulations, par. 354.) In another place in the Regulations it is well remarked that "modern war requires but one kind of infantry—good infantry." Remember, too, in this connection another statement in the Regulations, which has been previously quoted, to the effect that discipline "is the distinguishing mark of trained troops."

All these remarks tend toward one conclusion, namely, that the discipline of the army is a big factor in giving men the tenacity which enables them to go into battle with dauntless courage and to win victories. Discipline can accomplish wonders even among men who are naturally lacking in brains and self-reliance. It can accomplish a great deal more, however, among those who possess these natural qualities.

Men who are thoroughly disciplined, and yet within the limits of discipline possess the priceless quality of initiative, make ideal soldiers. They are the men who can always be trusted to pull themselves out of tight places, to carry attacks through until success is won, to hold out against all odds.

MAKING YOURSELF A REAL SOLDIER.

Men of this type will be found in the National Army—tens of thousands of them. If you have made up your mind to be one of them, see that you enter into your training with vigor and interest. Make yourself a thorough soldier in the quickest possible time. Learn to obey orders without fear or question. At the same time remember to carry out those orders with true intelligence and self-reliance.

Within the next few months the National Army will be formed into a splendid body of troops filled with a spirit of loyalty and of enthusiasm for our just cause, efficient from top to bottom, in which every man will be fitted and ready to do his duty. Such an Army backed by all the resources of the country—resources of men, of money, and of materials practically without limit—is bound to go forward to victory. There may be temporary reverses and periods of gloom, as in all other wars; but in the end victory must and will be won.

This is the object toward which all your training is to be directed. Put into that training all your own earnestness and energy. Fit yourself to wear with pride and credit the uniform of an American citizen-soldier.

This is the road of honor and of real service to the Nation.



